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FOREWORD ALASTAIR McLELLAN EDITOR

The *HSJ* Awards offer an opportunity to reflect on the past 12 months – a period many expected to bring a new government and deepening challenges for the health service. If the former did not materialise quite as expected, the latter certainly did. Financial pressures are becoming acute, senior leadership vacancies in trusts proliferating, and CCGs grappling with the introduction of co-commissioning.

The *HSJ* Awards have been an annual celebration of healthcare's best for three decades now, but it is a celebration which feels all the more important during challenging years. They offer an important reminder that, in spite of the difficulties, those working in the health service are dedicated to delivering the best possible care – now and into the future.

I am delighted to report we received 1,603 entries this year, an all time record. In each of the 25 categories, our judges had to make difficult decisions about who should be our ultimate winners. I thank them for their efforts.

As always, we recognise individual leaders and organisations. But also here are new awards for service redesign. These represent an NHS 12 months on from the *Five Year Forward View*, working hard to implement new care models.

I offer congratulations to our winners and those who were shortlisted but also my thanks to everyone who entered. You all contributed to this celebration of high quality healthcare and I hope you find it just as inspiring as I do. ●



FOREWORD CORMAC TOBIN MD, CELESIO UK

Celesio UK is proud to support the *HSJ* awards again this year, celebrating and recognising the innovative work undertaken by healthcare professionals and organisations throughout 2015.

At Celesio UK we are committed to offering our patients relevant healthcare services, and we were delighted when it was announced that community pharmacies in England and Wales were being commissioned to offer flu vaccination services. The healthcare landscape is evolving and utilising areas such as community pharmacy means together we can sustain health services for the future.

Having also recently relaunched our wholesale distributor we have made it easier for our pharmacy customers to do business with us. We are able to offer all of community pharmacy products and services, such as training to deliver flu vaccinations, helping pharmacy as a sector reach its full potential.

At Celesio UK we tailor the work we do, integrating our services into both primary and secondary care to deliver more effective patient outcomes with patient wellbeing at the heart of everything we do. The evolution of the healthcare landscape needs innovation, direction and investment to create a sustainable health service; working together as healthcare professionals is the only way this will be achieved. ●



SPECIAL RECOGNITION

WINNERS

JULIE BAILEY AND JAMES TITCOMBE

Safety campaigners

This year *HSJ* has chosen two extraordinary recipients for the Special Recognition Award for their dedication and outstanding contribution to patient safety in the NHS.

After observing poor standards of care at Stafford Hospital, where her mother Bella Bailey died in November 2007, Julie Bailey formed campaign group Cure the NHS with other relatives and families concerned over how their loved ones had been treated.

The extraordinary group, led by Julie, went on to expose the scandal of routine neglect and abuse of vulnerable patients at Stafford Hospital culminating in a public inquiry led by Sir Robert Francis QC published in February 2013. The disaster at Stafford Hospital exposed widespread failings in the trust and wider NHS system leading to far reaching recommendations and changes that are still being implemented today.

James Titcombe's persistence to get to the truth about what happened to his baby son Joshua, who died in October 2008, led to a near-decade of failures in maternity care at the University Hospitals of Morecambe Bay Foundation Trust being exposed, as were wider systemic failings from regulatory bodies, who missed multiple opportunities to intervene in the care of mothers and babies.

The Morecambe Bay Investigation, by Dr Bill Kirkup, led to widespread recommendations on how to improve maternity care and patient safety more widely which will continue to impact on patients for years to come.

Both Julie and James continue to advocate strongly for improvements in patient safety across the NHS and *HSJ* is proud to recognise their efforts, which have helped improve the care countless patients across the NHS receive on a daily basis.



ACUTE SECTOR INNOVATION

WINNER

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

UCLH Prostate Cancer Team

With both the diagnosis and treatment of prostate cancer leading to related harm for many of the 40,000 men diagnosed in the UK each year, University College London Hospitals Foundation Trust set about changing the way it dealt with suspected cases.

It held workshops every six months with key charities and patient support groups to ensure patient needs were at the heart of its prostate cancer pathway.

The trust found that highly accurate prostate magnetic resonance imaging (MRI) allowed men without cancer to avoid biopsies; and those with a suspicious lesion to have accurate, targeted biopsies.

UCLH invented, developed, evaluated and commercialised an image-fusion transperineal targeted-biopsy device that allows MRI to be fused to ultrasound to give a visible target.

Its pathway now allows men to have clinical review, MRI and transperineal targeted-biopsy all on one day.

One in three men coming to the trust now avoids a biopsy, while cancer detection has gone up by a third. Patient visit numbers are down as are diagnosis times.

The trust said it was “confident” that increased expenditure had led to net healthcare and cost benefits.

Judges said the scheme “made a difference to a common problem” and was innovative as well as cost effective.



FINALISTS

HIGHLY COMMENDED KING'S COLLEGE HOSPITAL FOUNDATION TRUST

Paediatric ambulatory care service redesign

AINTREE UNIVERSITY HOSPITAL FOUNDATION TRUST

Aintree at home

DERBY TEACHING HOSPITALS FOUNDATION TRUST

Derby's success in protecting elective care in the face of unprecedented emergency admissions

JAMES PAGET UNIVERSITY HOSPITALS FOUNDATION TRUST

Establishment of ambulatory emergency care services utilising point-of-care testing and process change

POOLE HOSPITAL FOUNDATION TRUST

Alcohol care and treatment service

ROYAL CORNWALL HOSPITALS TRUST

Llama safe transfusion sampling

THE ROYAL BOURNEMOUTH AND CHRISTCHURCH HOSPITALS FOUNDATION TRUST

Unscheduled care improvement team

WARRINGTON AND HALTON HOSPITALS FOUNDATION TRUST

Reinventing the wheel

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Predicting the unpredictable – WWL's A&E app



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emis health



ACUTE, COMMUNITY AND/OR PRIMARY CARE SERVICES REDESIGN WINNER

THE DUDLEY GROUP FOUNDATION TRUST

ED performance

More than 700 breaches of the four-hour target to see, treat, admit or discharge emergency department patients occurred at The Dudley Group Foundation Trust in May 2014.

This was cut dramatically to just 96 breaches in the same month this year after the trust redesigned its service.

The success came after staff were told to forget about hitting the target itself – and to concentrate on delivering high quality patient care in a calm, safe way.

According to the trust, wards no longer see poor patient flow from the emergency department as the emergency department’s problem – instead they take responsibility for patients destined for their ward even if they were located elsewhere.

Staff work at a constant pressure that creates calmness and better decision making, rather than experiencing peaks and troughs.

Discharging patients as soon as they are medically fit has become a major focus, reducing length of stay.

Senior meetings are held four times a day to review existing and forecast bed capacity against predictions and to agree actions to keep patients moving through their clinical pathway.

Judges were wowed by the “transformational turnaround” brought about by a “whole trust effort”.



Winners: The Dudley Group Foundation Trust

FINALISTS

HIGHLY COMMENDED: PORTSMOUTH HOSPITALS TRUST, SOUTHERN HEALTH FOUNDATION TRUST AND SOLENT TRUST

Diabetes super six model: five-year outcomes of integration

CHYPS CRISIS HOME TREATMENT SERVICE

The new Crisis Home Treatment team for children and young people in Kent

HOUNSLOW AND RICHMOND COMMUNITY HEALTHCARE TRUST

Integrated community response service

KING’S COLLEGE HOSPITAL FOUNDATION TRUST

Paediatric Ambulatory Care Service redesign

MID ESSEX CLINICAL COMMISSIONING GROUP, ESSEX COUNTY COUNCIL, 7 GP PRACTICES, MID ESSEX HOSPITALS SERVICES TRUST, PROVIDE CIC, NORTH ESSEX MENTAL HEALTH PARTNERSHIP, ESSEX CARES, AGE UK, RED CROSS AND COMMUNITY AGENTS

Permissioning not commissioning

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

North Tyneside end-of-life care programme

PENNINE ACUTE HOSPITALS TRUST

Improving safety and quality in primary care: crisis response pilot, North Manchester

YORK ST JOHN UNIVERSITY WITH LEEDS AND YORK PARTNERSHIP FOUNDATION TRUST

Converge and the discovery hub

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

BECOME PART OF THE TEAM

DELIVER THE BEST CARE POSSIBLE

BUILD GREAT RELATIONSHIPS

DEVELOP YOUR SKILLS

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

Rachel Bellamy - University Hospital Southampton NHS Foundation Trust

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THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

Project Choice

The Newcastle upon Tyne Hospitals Foundation Trust uses the Gateshead College-led Project Choice initiative to offer supported internships to people with learning difficulties or disabilities, and those with autism.

The trust HR projects team looks at entry level jobs and works with managers to ensure tasks can be clearly understood and the right learner supported into the role.

Reasonable adjustments are made to HR processes to support students during interviews and use alternative ways to assess their skills such as progress reports from job trials.

Managers at the trust now use Project Choice students as their first call for process-based work. Many have ideal skills for this, focusing for long periods and thriving in roles requiring accuracy.

Staff are trained to become mentors, helping Project Choice learners with their skills as well as integrating them into the team.

Young people spend at least 10 weeks in a placement, and are given a work plan with key targets to enable them to achieve the goal of employment. Bespoke aids are designed to assist learning, such as image lists for memory tasks.

At the point of submitting this award entry, the trust had supported over 36 interns with 77 per cent going into employment.

Judges described the project as “exceptional” and “inspirational” and said it should be rolled out nationally.



FINALISTS

AINTREE UNIVERSITY HOSPITAL FOUNDATION TRUST

Apprenticeship programme

CENTRAL MANCHESTER UNIVERSITY HOSPITALS FOUNDATION TRUST

Implementing apprenticeships at Central Manchester University Hospitals Foundation Trust

DERBY TEACHING HOSPITALS FOUNDATION TRUST

Future proofing Derby's emergency department workforce

EAST LONDON FOUNDATION TRUST

Workforce: ELFT

HEALTH EDUCATION EAST MIDLANDS

Engaging with young people: Securing our future NHS workforce

HEALTH EDUCATION EAST OF ENGLAND

Grow your own clinical pathway

HEALTH EDUCATION ENGLAND

Talent for care and widening participation

LONDON NORTH WEST HEALTHCARE TRUST

Developing the health visiting workforce through a clinical academic hub, to improve outcomes for children and families

NORFOLK AND NORWICH UNIVERSITY HOSPITALS FOUNDATION TRUST

Workforce innovation through inspiration

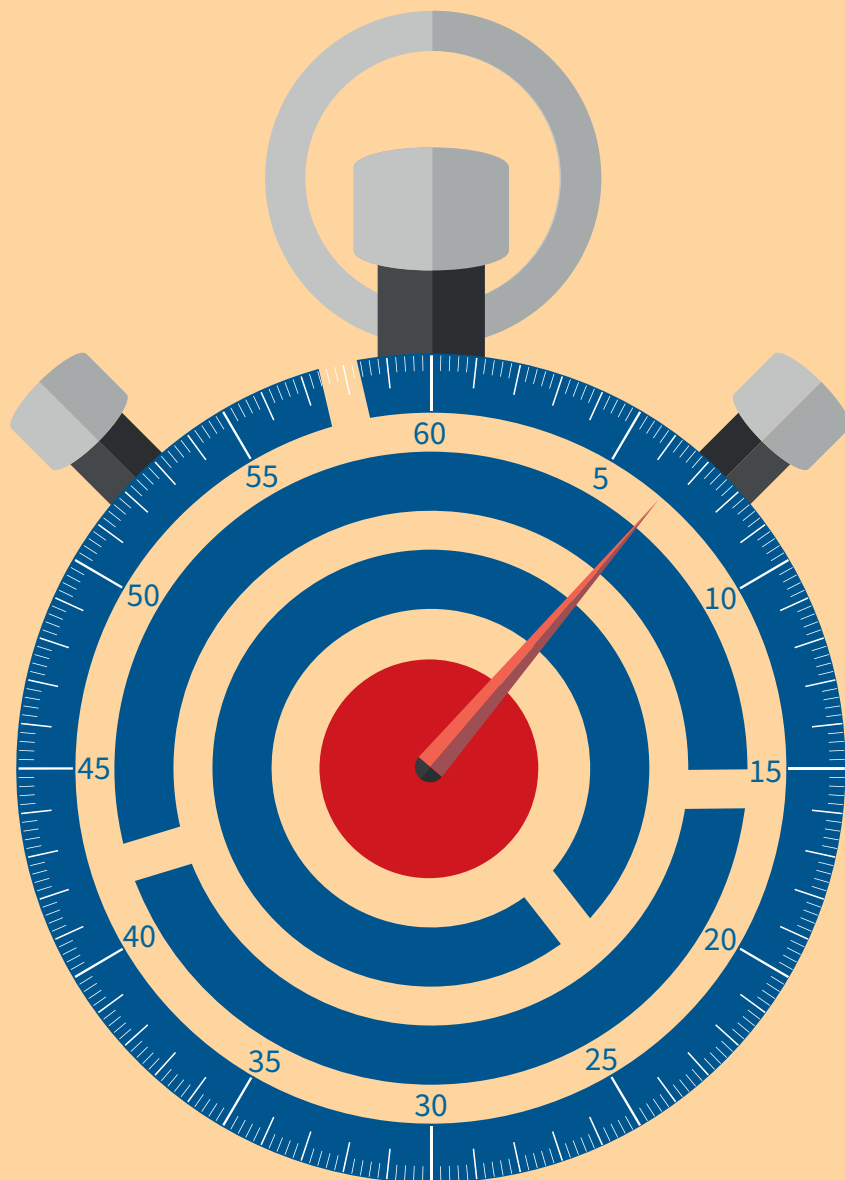
OXFORD UNIVERSITY HOSPITALS TRUST

The Oxford-India-Sri Lanka paediatric fellowship project: a three-way street

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BOARD LEADERSHIP

WINNER

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

Safe, high quality and compassionate care begins with our board

Led by the same chief executive for more than a decade, Northumbria Healthcare Foundation Trust this year opened what it said was the first specialist emergency care hospital in the UK.

It uses a range of mechanisms to engage with staff, including forums, e-bulletins, team briefings, a staff magazine, chief executive road shows and executive walkabouts.

This has paid off with the trust's overall performance rated second in the country across all providers in the NHS staff survey for two years running.

A website and app allow staff to measure wellbeing and track progress on schemes that promote healthy weight, mental health, smoking cessation, resilience and more.

With a commitment to diversity, the trust said it was one of only seven NHS organisations nationally in Stonewall's top 100 employers list. Almost 19 in 20 staff told the NHS the trust provided equal opportunities for career progression and promotion.

Externally, the trust has formed a clinical research partnership with private provider Synexus, bringing trials to the north east. Strong partnership with a local authority helped the board buy back a PFI contract, leading to savings of up to £4m per year.

Judges praised the "forward thinking" board.



Winners: Northumbria Healthcare Foundation Trust staff at work

FINALISTS

ASHFORD AND ST PETER'S HOSPITALS FOUNDATION TRUST

Leading a culture of candour at Ashford St Peter's

BRADFORD DISTRICT CARE FOUNDATION TRUST

BDCFT board: leading cultural change

EAST LONDON FOUNDATION TRUST

Board leadership: ELFT

ROYAL SURREY COUNTY HOSPITAL FOUNDATION TRUST

Achieving excellence: board-to-ward connectivity

SHEFFIELD CLINICAL COMMISSIONING GROUP

Leading and inspiring in Sheffield

SOUTH WEST YORKSHIRE PARTNERSHIP FOUNDATION TRUST

Living well: today, tomorrow and in the future

TEES, ESK AND WEAR VALLEYS FOUNDATION TRUST

Commitment to Carers



© Carers Trust. All photos posed by models.

Carers are a hugely important asset to the NHS. In 2014 we published our 'Commitment to Carers' and 'Commissioning for Carers: Principles and resources to support effective commissioning for adult and young carers'.

The Five Year Forward View commits the NHS to find new ways to support carers, to build on the new rights created by the Care Act and to help some of the most vulnerable carers – the approximately 225,000 young carers and the 110,000 carers who are themselves aged over 85.



Sponsors of the CCG Commissioning for Carers Category



CCG COMMISSIONING FOR CARERS

WINNER

GUILDFORD AND WAVERLEY CLINICAL COMMISSIONING GROUP, EAST SURREY CLINICAL COMMISSIONING GROUP AND SURREY DOWNS CLINICAL COMMISSIONING GROUP

Surrey CCGs carers health work

A range of initiatives has seen the number of identified carers in Surrey grow by more than 50 per cent in two years – to 22,000 in 2014.

In 2011, an adult carers health survey received about 2,000 responses, giving a clear remit of what carers wanted. This was followed in 2013 by a young carers health survey.

This research led to the Surrey Carers Pathway, and the commissioning of three new services at a cost of almost £2m: the Surrey GP carers breaks service; end-of-life carers support; and carers' health checks.

A Surrey Young Carers Strategy has been signed up to by CCGs and community providers.

A conference, held in April 2015 in light of the Care Act coming into force along with new NHS England guidelines, was fully subscribed with over 150 attendees.

Focus groups run on the day covered topics such as carers' health; budgeting for carers; juggling work and caring; the new duty to provide preventative services; new rights for parent carers; and training.

A draft strategy entitled *A life beyond caring 2015-2019* will be presented to the Surrey Carers Strategy Commissioning Group in June and then circulated for wider consultation.

Judges praised the "excellent" use of local data and local knowledge.



FINALISTS

HIGHLY COMMENDED: TELFORD AND WREKIN CLINICAL COMMISSIONING GROUP AND TELFORD AND WREKIN COUNCIL

Making connections for family carers in Telford and Wrekin

BATH AND NORTH EAST SOMERSET CLINICAL COMMISSIONING GROUP

Carers' commissioning: centred on carers

CARERS TRUST FYLDE COAST

Blackpool CCG, Blackpool Council and Carers Trust Fylde Coast

CORBLY CLINICAL COMMISSIONING GROUP AND NENE CLINICAL COMMISSIONING GROUP

Commissioning for Carers Partnership

HALTON CLINICAL COMMISSIONING GROUP

The development and commissioning of an integrated system of carers' services in Halton

NEWCASTLE GATESHEAD CLINICAL COMMISSIONING GROUP

Supporting our carers for the future

NEWHAM CLINICAL COMMISSIONING GROUP AND LONDON BOROUGH OF NEWHAM

Working with carers to improve care

RUSHCLIFFE CLINICAL COMMISSIONING GROUP

Supporting carers in Rushcliffe

SOUTH WORCESTERSHIRE CLINICAL COMMISSIONING GROUP

South Worcestershire end-of-life carer support services

SOUTHERN DERBYSHIRE CLINICAL COMMISSIONING GROUP

The Carers' Pledge

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Health Research**

Clinical Research Network

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.

Building on the success of previous years, the Clinical Research Impact award provides us with an opportunity to celebrate those NHS organisations that have gone above and beyond to truly embed clinical research as part of their core business.

Congratulations to our winners, Surrey and Borders Partnership NHS Foundation Trust, and thank you to all those who entered.

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

“To win this award NHS organisations need to demonstrate not only that they are doing research, but also that it is having a tangible impact on clinical practice.”

Jonathan Sheffield, CEO

CLINICAL RESEARCH IMPACT

WINNER

SURREY AND BORDERS PARTNERSHIP FOUNDATION TRUST

Productive partnership makes a difference

Surrey and Borders Partnership Foundation Trust aimed to raise the profile of research in mental health, learning disability and drug and alcohol services.

It worked in partnership with three other trusts as well as the University of Surrey and London's Royal Holloway university. Work also took place across county borders through the Kent, Surrey and Sussex clinical research network.

Surrey and Borders Partnership Foundation Trust's specialist research team has grown from two people to seven in five years.

Each division of the trust now has a research champion to promote participation, while research and development has become an agenda item for the executive board and at staff inductions.

Other developments include a research microsite and a dedicated clinical trials room.

A poll of 24 therapists at the trust found confidence levels post training had increased from six to eight out of 10, on average.

Last year the trust recruited 315 participants on to national portfolio studies, an increase of a third from the previous 12 months.

Recruiting for a trial run by King's College London, enabled Surrey and Borders Partnership to offer an alternative to standard treatments for Alzheimer's disease.

Judges praised the impact on service improvement.



Winners: Surrey and Borders Partnership Foundation Trust

FINALISTS

HIGHLY COMMENDED: PLYMOUTH HOSPITALS TRUST

T3, tomorrow's treatment today

BARTS HEALTH TRUST

Every mother counts in research: the East London initiative

BUCKINGHAMSHIRE HEALTHCARE TRUST

Participation leading to positive impact on patient care: a strategy to increase clinical research

DONCASTER AND BASSETLAW HOSPITALS FOUNDATION TRUST

Stand with us today to improve care tomorrow

KEELE UNIVERSITY, STAFFORD AND SURROUNDS CCG, NORTH STAFFORDSHIRE CCG, SHROPSHIRE CCG, AND TELFORD AND WREKIN CCG ON BEHALF OF REDIE GROUP

Making it easier to do the right thing: getting clinical research into practice

MHRESEARCHMCR, NIHR CLINICAL RESEARCH NETWORK: GREATER MANCHESTER

Trials of the mind 'MHresearchMCR'

NORFOLK AND SUFFOLK FOUNDATION TRUST

Research matters: maximising research impact in mental health services

ROTHERHAM, DONCASTER AND SOUTH HUMBER FOUNDATION TRUST

Grounded research@RDaSH

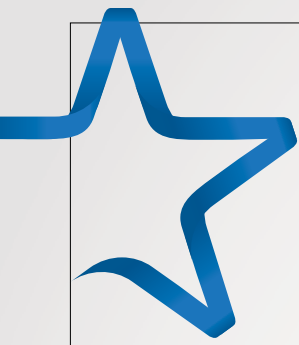
UNIVERSITY HOSPITALS OF LEICESTER TRUST

Leicester's research

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Health Research

Clinical Research Network



COMPASSIONATE PATIENT CARE

WINNERS

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

Compassionate care in a custodial setting

In 2014, South Eastern Health and Social Care Trust – which looks after prison healthcare in Northern Ireland – began engaging prisoners in serious adverse incident reviews.

A service user engagement project was launched to discover what mattered to patients. The views of hard-to-reach prisoners were sought, through face-to-face meetings at visits, in the gym and elsewhere. Interpreters were used where necessary.

The trust has delivered compassionate care in testing circumstances. For example, primary care nurse Karan helped a young inmate who had a grand mal seizure after taking drugs. She administered resuscitation and reassured him until an ambulance arrived. When Karan came back to tidy up, the other prisoners lined up and clapped and cheered her, shaking her hand and thanking her for saving the young man's life.

Senior dental surgeon Ruth, an executive committee member of Health Without Barriers, has helped introduce a new oral care pathway for female patients undergoing care for substance misuse or mental health treatment. This is now set to be rolled out to male prisoners.

In October 2014, healthcare staff received terrorist threats from separated prisoners but the service has continued to put compassion at the core of what it does.

Judges said this “outstanding” scheme “oozed compassion”.



FINALISTS

HIGHLY COMMENDED: GEORGE ELIOT HOSPITAL TRUST

Palliative care team

BLACKPOOL TEACHING HOSPITALS FOUNDATION TRUST

Compassionate care of dementia patients

BROMLEY HEALTHCARE

Bromley Healthcare's Hollybank Centre dedicated to compassionate care

EPSOM AND ST HELIER UNIVERSITY HOSPITALS TRUST

Patient First: changing the culture in compassionate care

JOHN TAYLOR HOSPICE

Every moment matters

PENINSULA COMMUNITY HEALTH

Expert patient programme

THE CHRISTIE FOUNDATION TRUST

Patient and public involvement to develop a quality mark for patient benefit

UNIVERSITY HOSPITALS OF MORECAMBE BAY FOUNDATION TRUST

Improving end-of-life and bereavement care

WARRINGTON AND HALTON HOSPITALS FOUNDATION TRUST

Hello my name is... would you like a drink?

YEOVIL DISTRICT HOSPITAL FOUNDATION TRUST

SPRING



ENHANCING CARE BY SHARING DATA AND INFORMATION

WINNER

THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

Delivering seamless transfer of pharmaceutical care: an innovative pharmacy e-referral system linking secondary and primary care

One in five patients has problems with their medicine following discharge from hospital, according to the Royal Pharmaceutical Society.

The Newcastle upon Tyne Hospitals Foundation Trust worked with North of Tyne Local Pharmaceutical Committee to develop a patient referral system that linked hospitals in the city with pharmacy providers such as Boots.

Community pharmacists now contact the patient within three working days of their discharge from hospital to arrange a review of their medicine use or a consultation. Key information about this interaction is then returned to hospital colleagues.

In the nine months to 31 March 2015, pharmacists reported nearly 90 per cent of patients had a better understanding of their medicine following a review. Thirteen patients were referred to their GP and three referred back to the hospital following adverse reactions to medicine.

Consultations with pharmacists have led patients to access other public health services such as smoking cessation, flu vaccination and home delivery.

The Academic Health Science Network for the North East and North Cumbria established a Transfer of Care project team in October 2014 to expand the service at pace and scale across the region. By the summer of 2015, it was anticipated that 10 trusts would have adopted the model.

Judges praised the “pioneering” scheme, which they said had a “national impact”.



FINALISTS

CENTRAL MANCHESTER CLINICAL COMMISSIONING GROUP

The Manchester care record

CHIEF FIRE OFFICERS ASSOCIATION

Sustained action for elderly risk (SaFER)

CONNECTING CARE PARTNERSHIP

Connecting care programme

EAST CHESHIRE HOSPICE

Truly informed: sharing data to improve end-of-life care

KING'S HEALTH PARTNERS ACADEMIC HEALTH SCIENCES CENTRE

KHP Online: sharing patient information across organisational boundaries in south east London

LANCASHIRE CARE FOUNDATION TRUST

Out-of-hospital services: enhancing care by sharing data and information

LEEDS CLINICAL COMMISSIONING GROUPS AS COMMISSIONERS AND PROVIDED BY LEEDS TEACHING HOSPITALS TRUST

Leeds Care Record

SOUTH EAST COAST AMBULANCE SERVICE FOUNDATION TRUST

IBIS: care closer to home for 999 callers with long term conditions

WEST MIDLANDS POLICE, WEST MIDLANDS AMBULANCE SERVICE AND BIRMINGHAM AND SOLIHULL MENTAL HEALTH FOUNDATION TRUST

Mental health triage team

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

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- We care for you and your family in your home, health centres, GP practices and schools
- We provide quality care you can trust



IMPROVED PARTNERSHIPS BETWEEN HEALTH AND LOCAL GOVERNMENT WINNER

LEEDS NORTH CLINICAL COMMISSIONING GROUP

Seeing the wood for the trees: The Leeds Health and Care Intelligence Hub

The Leeds Intelligence Hub was created to integrate local data from the fields of health and care.

A range of data sources and a small team of analysts provide insight into how services work across the city. A citizen engagement project was carried out which people could join in with in several ways including social media and by attending events.

The hub has informed system-wide decision making such as development of a community beds strategy for the city that recognises changes in demand from an aging population.

The hub has advised the development of Better Care Funded initiatives to ensure system benefits are achievable, realistic and account for best practice.

It has provided systems intelligence to senior leaders from across the care economy, helping highlight insights into how the system behaves, including a notable reduction in the numbers of patients accessing acute-based unplanned care since early 2013.

The trust said these insights were helping instigate discussions with system leaders about how the health and care system could be further transformed to realise the city's ambitions to become the best for health and wellbeing.

Judges said the initiative "wowed" them with its innovative angle on partnership working. It also praised the trust for making data "sexy" and "central to decision making".



FINALISTS

HIGHLY COMMENDED HARROGATE AND RURAL DISTRICT CLINICAL COMMISSIONING GROUP

One public service in Harrogate and Rural District

DONCASTER COUNCIL, DONCASTER AND BASSETLAW HOSPITALS FOUNDATION TRUST AND DONCASTER CLINICAL COMMISSIONING GROUP

Integrated discharge team

GREATER MANCHESTER HEALTH AND SOCIAL CARE DEVOLUTION

Greater Manchester Health and Social Care Devolution memorandum of understanding

MID ESSEX HOSPITAL TRUST, PROVIDE CIC, MID ESSEX CCG, ESSEX COUNTY COUNCIL, NORTH ESSEX PARTNERSHIP FOUNDATION TRUST AND EAST OF ENGLAND AMBULANCE SERVICES TRUST

Learning to Trust – A Mid-Essex approach

NORTH MANCHESTER CLINICAL COMMISSIONING GROUP

Development of an integrated care model in North Manchester

SOUTH TEES CLINICAL COMMISSIONING GROUP AND SOUTH TEES HOSPITALS FOUNDATION TRUST

Integrated management and proactive care for the vulnerable and elderly (IMProVE)

SOUTH TYNESIDE PARTNERSHIP

Delivering integrated community teams

SURREY HEATH CLINICAL COMMISSIONING GROUP

No door is the wrong door

TELFORD AND WREKIN CLINICAL COMMISSIONING GROUP

Building the bridge while walking on it: developing transformation at pace

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IMPROVING CARE WITH TECHNOLOGY

WINNER

PORTSMOUTH HOSPITALS TRUST

Improving clinical outcomes using technology

An electronic physiological surveillance system developed by Portsmouth Hospitals Trust has been credited with saving 769 lives at two hospitals in a single year.

VitalPAC was created with an industry partner to improve the reliability, accuracy, availability and clinical impact of patients' vital sign and early warning score records.

Using handheld devices, the software guides nurses through the process of recording vital signs before calculating an early warning score.

It then advises when the next observation is required, as well as the need for any escalation of care.

Initially deployed throughout Portsmouth Hospital Trust in 2009, the system is now used by another 45 NHS organisations.

Data produced by VitalPAC is used by the Portsmouth Clinical Outcomes Research Group, established in 2012, to improve patient care.

Research showed that the introduction of VitalPAC was associated with falls in crude hospital mortality from 7.8 per cent to 6.4 per cent in one hospital, and from 7.6 per cent to 6.2 per cent at another.

Every month, more than 20,000 nurses across 45 hospitals are using VitalPAC.

The system is now being used for screening of venous thromboembolism prophylaxis, indwelling devices, dementia, alcohol consumption, nutrition and MRSA.

Judges hailed an "excellent, proven and user friendly solution".



FINALISTS

BARTS HEALTH TRUST

Referapatient: an online platform streamlining the complex and inefficient process of making acute referrals

DERBYSHIRE COMMUNITY HEALTH SERVICES FOUNDATION TRUST

Remote monitoring of community heart failure patients providing increased patient satisfaction and more effective clinical care

EAST OF ENGLAND STROKE TELEMEDICINE PARTNERSHIP

Needles, CoWs and haystacks: using innovation to improve out-of-hours stroke care

FIRST DATABANK, OPTIMISERX

OptimiseRx overcoming alert fatigue: new personalised system for GPs that makes prescribing safer and more cost-effective

PETERBOROUGH AND STAMFORD HOSPITALS FOUNDATION TRUST

Improving neurology epilepsy care

ROYAL CORNWALL HOSPITALS TRUST

Llama safe transfusion sampling

SH:24

SH:24, a pioneering new digital sexual health service

TELETRACKING TECHNOLOGIES IN PARTNERSHIP WITH ROYAL WOLVERHAMPTON HOSPITALS TRUST

Using RTLS to improve patient safety

UNIVERSITY HOSPITALS OF LEICESTER TRUST, WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP AND BAXTER

Making an IMPAKT: a collaboration to improve chronic kidney disease care in general practice using information technology

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 Sustainable Development Unit
Working across the NHS, Public Health and Social Care system



IMPROVING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

WINNER

UNIVERSITY HOSPITALS BRISTOL FOUNDATION TRUST

Green Impact plus

The size of the Green Impact Awards scheme run by University Hospitals Bristol Foundation Trust has doubled since January 2014.

There were 70 registered green teams across the trust's hospitals when it submitted its awards entry, twice the number at the start of last year.

These teams completed a total of 498 set actions in 2014-15, all of which work towards improving the trust's environmental, social and financial sustainability.

The online Green Impact workbook, which teams work through in order to qualify for prizes, helps staff realise their crucial role in the trust's sustainable development.

Actions include carbon cutting, reuse of items before buying new, and development of community engagement initiatives.

A 'TLC' campaign, run through Green Impact, helps to highlight to patients and staff the link between green actions and enhanced patient experience.

Monthly Big Green Scheme meetings are chaired by the director of strategy and transformation, who updates the board.

The trust also regularly invites not-for-profit groups to come to site to promote their projects, and plays a role in the Bristol Green Capital Partnership.

Judges said the trust had demonstrated that sustainability was "about health and wellbeing". They praised the use of city-wide partnership working.



Winners: University Hospitals Bristol Foundation Trust

FINALISTS

HIGHLY COMMENDED: BRITISH MEDICAL ASSOCIATION

Healthier procurement: improving the working conditions for surgical instrument manufacture in Pakistan

HIGHLY COMMENDED: CENTRAL MANCHESTER UNIVERSITY HOSPITALS FOUNDATION TRUST

Step change in sustainability at CMFT

BARTS HEALTH TRUST

20:20 a clear vision for sustainable health

EAST AND NORTH HERTFORDSHIRE TRUST

Sustainability: the story so far

MID ESSEX HOSPITAL SERVICES TRUST

Making a difference to secure our future: sustainability at MEHT

NORTH EAST AMBULANCE SERVICE FOUNDATION TRUST

The NEAS carbon reduction journey: the story so far

NORTHAMPTON GENERAL HOSPITAL TRUST

Empowering NGH to improve sustainability

SUSSEX COMMUNITY TRUST IN PARTNERSHIP WITH CAPITA HEALTH PARTNERS

Care without carbon

THE SHREWSBURY AND TELFORD HOSPITAL TRUST

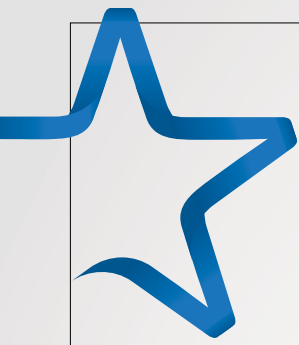
Healthcare with a kind touch and a small footprint

UNITED LINCOLNSHIRE HOSPITALS TRUST

Team sustainability: incorporating the 90k in 90 days challenge: a system wide approach to sustainability

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IMPROVING OUTCOMES THROUGH LEARNING AND DEVELOPMENT WINNER

DORSET AND SOMERSET AIR AMBULANCE

From education to clinical excellence: a chain reaction

This Dorset and Somerset Air Ambulance funded post graduate programme, run in partnership with the University of Hertfordshire, the South Western Ambulance Service Foundation Trust and representatives from local hospitals, has improved paramedics' knowledge and skills.

Training is delivered on-site at the charity's airbase rather than in the university classroom. It aims to increase paramedics' patient assessment skills, widen their knowledge of drugs, improve their diagnostic abilities, advance their management of pain and help them make better clinical decisions.

A group of eight paramedics and eight doctors deliver the training both at the airbase, on the helicopter and within their own trusts.

Eighteen months of collaboration has been recorded in detail on a shared learning database called Basecamp, which contains all the lectures, articles, education and competencies that have been achieved.

A new tier of paramedic has been established within the South Western Ambulance Service Foundation Trust: critical care paramedic.

The body said the biggest impact was the increase in land crew requests for the air ambulance – as they knew the clinicians now had additional skills and expertise.

Judges praised the collaboration and said stakeholder involvement was a critical factor in the success of this scheme.



Winners: Dorset and Somerset Air Ambulance

FINALISTS

HIGHLY COMMENDED: OXFORD HEALTH FOUNDATION TRUST

Advancing suicide awareness in mental health and community health services

ABERTAW BRO MORGANNWG HEALTH BOARD

Dementia care in ABMU: education into action

BABY LIFELINE

The NHS Litigation Authority: Ten years of maternity claims report Birth UK Training

HOMERTON UNIVERSITY HOSPITAL FOUNDATION TRUST

Moving from reactive to proactive patient safety training: making learning a normal part of the working day

NHS IMPROVING QUALITY WITH JÖNKÖPING ACADEMY FOR IMPROVEMENT OF HEALTH AND WELFARE, JÖNKÖPING UNIVERSITY AND QULTURUM, REGION JÖNKÖPING, SWEDEN

Piloting the FUNdamentals of health and care improvement and improvement science MOOC

ROYAL BERKSHIRE FOUNDATION TRUST

The introduction of a trust-wide multi-professional 'human factors and safety in healthcare' course

SHEFFIELD TEACHING HOSPITALS FOUNDATION TRUST

The career elevator

UNIVERSITY HOSPITALS BIRMINGHAM FOUNDATION TRUST

Respecting the skin, reducing the harm

UNIVERSITY OF SOUTHAMPTON FACULTY OF HEALTH SCIENCES

Your choice: an interactive clickers theatre

WEST MIDLANDS AMBULANCE SERVICE FOUNDATION TRUST AND COVENTRY UNIVERSITY

Engaging leaders

INNOVATION IN MENTAL HEALTH

WINNER

HARINGEY ADOLESCENT OUTREACH TEAM AT BARNET, ENFIELD AND HARINGEY MENTAL HEALTH TRUST AND PARTNERS

Time 2 Talk: raising awareness about emotional wellbeing and challenging mental health stigma, a whole school approach

The Time 2 Talk pilot project used drama, film making, teaching and peer support to tackle the issue of mental ill health.

Designed and delivered by a partnership of agencies including the Haringey Adolescent Outreach Team, Park View School and others, it has been running since September 2013.

Anonymous case studies of young people who had experienced serious emotional distress were used for student drama workshops. The resulting theatre performance was then translated into a film called *The Boy Behind the Mask*.

This film provided a framework for the development of lesson plans for a module about mental health and emotional wellbeing, made available to all students in years 9 and 10.

Mentors were then chosen to support the emotional wellbeing of their peers; training and guidance was developed for staff and parents; and a mental health policy was developed for the whole school.

The trust said the project had much to offer other schools, and showed the potential of empowering young people.

Judges hailed "impressive leadership" on the project and praised its peer involvement.



FINALISTS

BERKSHIRE HEALTHCARE FOUNDATION TRUST

Support, hope and recovery online network for eating disorders

BIG WHITE WALL

Big White Wall digital mental wellbeing service

CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

Mental health street triage service

DUDLEY AND WALSALL MENTAL HEALTH PARTNERSHIP TRUST

WellMind app

HALTON CLINICAL COMMISSIONING GROUP, WARRINGTON CLINICAL COMMISSIONING GROUP, CHESHIRE POLICE AND 5 BOROUGH PARTNERSHIP

Operation Emblem

LAMBETH CLINICAL COMMISSIONING GROUP

Lambeth Living Well Collaborative

NENE CLINICAL COMMISSIONING GROUP AND CORBY CLINICAL COMMISSIONING GROUP

Northamptonshire mental health stigma programme

OXLEAS FOUNDATION TRUST

HeadScape: supporting children's wellbeing

SIX DEGREES SOCIAL ENTERPRISE CIC

New roots in dementia care

WORCESTERSHIRE HEALTH AND CARE TRUST

Supporting health and promoting exercise (SHAPE) project for young people with psychosis and bipolar disorder



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PATIENT SAFETY

WINNER

WEST HERTFORDSHIRE HOSPITALS TRUST

The hip fracture journey through the lives of Alice and Dorothy

With a hip fracture mortality rate of 12 per cent in 2012-13, West Hertfordshire Hospitals Trust set out to redesign the pathway.

Alice was 84, sustained a hip fracture, and was admitted to hospital distressed, frightened and challenging to manage.

Alice was given pain relief, transferred to a general ward and made it to evening theatre 15 hours after being admitted. She received general anaesthetic and later, on the surgical ward, antipsychotic drugs. No-one called or visited. During the night, she deteriorated and died.

Dorothy came in after the service redesign. The 95-year-old also sustained a hip fracture and came in distressed, frightened, and restless.

Dorothy was seen quickly in A&E by senior specialists and transferred to the neck of femur ward. The specialist nurse ensured care was coordinated and tailored. Alongside comforting words, a junior doctor administered fascia block pain-relief. Dorothy was fast-tracked to theatre and given spinal anaesthesia. Recovery was uneventful.

The changes to a people-centred philosophy saw mortality dramatically reduce to 5.4 per cent in 2014-15. Average length of stay has been cut by more than two days, saving about £400,000 per year.

Judges hailed the “value driven” and “patient centred” approach and said West Hertfordshire Hospitals Trust was a clear winner in this category.



FINALISTS

CENTRAL MANCHESTER FOUNDATION TRUST

iUROWARD: improving safety and experience for urology patients

CORNWALL PARTNERSHIP FOUNDATION TRUST, PLYMOUTH UNIVERSITY PENINSULA SCHOOLS OF MEDICINE AND DENTISTRY, SUDEP ACTION AND ROYAL CORNWALL HOSPITALS TRUST

EpsMon: the future: a mobile app for patients with epilepsy (PWE) to self-monitor their safety

LOCALA COMMUNITY PARTNERSHIPS

Under pressure: reducing patient harm from pressure ulcers

ROYAL BROMPTON HOSPITAL

The SPRinT programme: high quality in-situ training for actual improved workforce delivery of patient care and safety

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Heads-up

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Improving patient safety and reducing harm through the development of an acute kidney injury specialist service

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PRIMARY CARE INNOVATION

WINNER

HALTON CLINICAL COMMISSIONING GROUP AND WELLBEING ENTERPRISES CIC

Wellbeing practices

Life expectancy for both men and women in Halton is below the national average, while people in the borough are living a greater proportion of their lives with an illness or health problem that limits their daily activities.

In 2012, Halton Clinical Commissioning Group commissioned Wellbeing Enterprises to run the Community Wellbeing Practices initiative to integrate approaches from all 17 GP practices in the borough.

The scheme aimed to help patients in primary care access support to address the social problems in their lives. A comprehensive range of psychosocial support programmes have been developed, with health promotion principles at their core.

A team of dedicated community wellbeing officers provide training and support to enable practitioners to identify and respond to the psychosocial needs of patients.

Wellbeing reviews aim to get to the root cause of a patient's social problems and understand the patient's skills and capabilities. Support includes a mindfulness programme, community resilience and confidence events, and a range of community wellbeing projects.

More than two-thirds of participants in the scheme have shown an improvement in their scores on the Short Warwick-Edinburgh Mental Wellbeing Scale.

Judges said the scheme was a "passionate exemplar of what the future could look like".



FINALISTS

BRADFORD CITY CLINICAL COMMISSIONING GROUP

Bradford beating diabetes

BRADFORD DISTRICTS CLINICAL COMMISSIONING GROUP

Bradford's healthy hearts

CARE UK

The Care UK Super Practice: transforming access to general practice at scale

COVENTRY AND RUGBY CLINICAL COMMISSIONING GROUP

Minimising polypharmacy and adverse drug reactions in the over 80s

GREATER HUDDERSFIELD CLINICAL COMMISSIONING GROUP, NORTH KIRKLEES CLINICAL COMMISSIONING GROUP AND KIRKLEES COUNCIL PUBLIC HEALTH

The clarity project

ISLE OF WIGHT TRUST WITH PINNACLE HEALTH PARTNERSHIP

Preventing hospital re-admissions with an innovative reablement service

NEWCASTLE GATESHEAD CLINICAL COMMISSIONING GROUP

Improving clinical quality in Gateshead: practice clinical commissioning project

NEWHAM CLINICAL COMMISSIONING GROUP

Innovation in treatment of latent tuberculosis through primary care

SOMERSET PARTNERSHIP FOUNDATION TRUST, TAUNTON AND SOMERSET FOUNDATION TRUST, YEovil DISTRICT HOSPITAL FOUNDATION TRUST AND SOMERSET CLINICAL COMMISSIONING GROUP

Innovating cost effective management for irritable bowel syndrome across Somerset

SUSSEX COMMUNITY TRUST ON BEHALF OF COASTAL WEST SUSSEX COLLABORATION

Coastal West Sussex proactive care

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SPECIALISED SERVICES REDESIGN

WINNER

THE WALTON CENTRE FOUNDATION TRUST

Transformation of specialised rehabilitation services: developing a whole systems model to deliver patient-focused care

The Walton Centre Foundation Trust played a key role in the creation of a network for rehabilitation services, which launched in 2013.

The Cheshire and Merseyside Rehabilitation Network collaborates with partner organisations; commissioners; healthcare trusts; social care, voluntary and third sector organisations; and patients and their families to create one pathway from the most seriously ill to those requiring care in the community.

Resources were pooled to support the redesign of the pathway with a combined budget, management and teams.

A single point of contact was introduced in a bid to increase access and ensure all patients received specialist treatment at the earliest opportunity, in the most appropriate setting.

Patients benefit from the input of a range of professionals, who the trust says act as a team, with the patient at the heart of everything they do. An impressive 96 per cent of patients said they were satisfied – or very satisfied – with their rehabilitation.

One patient said: “This is the type of service that all individuals with complex needs can benefit from. This service is the most person-centred that I have ever observed. Thank you for giving me back my life.”

Judges were impressed that the scheme was based on patient needs rather than service needs and hailed the “impressive outcomes”.



Winners: The Walton Centre Foundation Trust

FINALISTS

HIGHLY COMMENDED: SOUTH WEST YORKSHIRE PARTNERSHIP FOUNDATION TRUST

Specialist and accessible: how to tackle an oxymoron

AINTREE UNIVERSITY HOSPITAL FOUNDATION TRUST

Aintree University Hospital Foundation Trust cancer pathway portfolio

BELFAST HEALTH AND SOCIAL CARE TRUST

Modernisation of the Belfast glaucoma service

NORTHUMBERLAND, TYNE AND WEAR FOUNDATION TRUST

Community transformation

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Nottingham elective orthopaedic service

PORTSMOUTH HOSPITALS TRUST

Diabetes super six model: five-year outcomes of integration

SOUTH LONDON AND MAUDSLEY FOUNDATION TRUST

Redesigning a prison counselling service: improving access and better mental health for all

THE CHRISTIE FOUNDATION TRUST

Redesigning chemotherapy services: providing a network of services across Greater Manchester and Cheshire

UCLPARTNERS AND BARTS HEALTH TRUST

Barts Heart Centre: a new specialist academic medical centre within an integrated cardiovascular system

WIRRAL UNIVERSITY TEACHING HOSPITAL FOUNDATION TRUST

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STAFF ENGAGEMENT

WINNER

EAST LONDON FOUNDATION TRUST

Staff engagement: ELFT

East London Foundation Trust received the joint highest staff engagement score of any mental health trust in the 2014 NHS staff survey.

The trust says that engaging more closely with staff to understand the drivers of satisfaction has allowed it to make meaningful changes.

Quarterly staff surveys were used to identify drivers of satisfaction, and four areas of focus identified for last year: valuing staff; communication; team working; and fair treatment.

A range of initiatives were introduced, including bespoke staff development programmes; a staff recognition programme, with an annual staff awards event; revision of a serious incident review process to reduce blame and improve learning; and staff stories at board meetings, where workers share positive experiences.

Board members conduct weekly walkabouts, visiting sites across the trust to engage with teams directly.

A quality improvement programme has led to significant reductions in violence on wards as well as a drop in numbers of pressure sores.

The trust last year developed a partnership agreement that governs how it works with staff representatives for mutual benefit. HR policies and change processes have been jointly reviewed, and wellbeing initiatives collaboratively put together.

Judges said the trust had used traumatic incidents as a catalyst for “very positive” culture change.



Winner: ELFT is sharing staff stories at board meetings to drive culture change

FINALISTS

AINTREE UNIVERSITY HOSPITAL FOUNDATION TRUST

Directors' Dragons Den

LEWISHAM AND GREENWICH TRUST

Living our values

LINCOLNSHIRE COMMUNITY HEALTH SERVICES TRUST

You Matter: staff engagement at Lincolnshire Community Health Services Trust

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

Northumbria Healthcare staff engagement

PENNINE ACUTE HOSPITALS TRUST

Pride in Pennine: staff engagement at the heart of our culture

TEES, ESK AND WEAR VALLEYS FOUNDATION TRUST

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THE CHRISTIE FOUNDATION TRUST

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USING TECHNOLOGY TO IMPROVE EFFICIENCY

WINNER

MODALITY PARTNERSHIP

Modality primary care model: technology enabling access and capacity

From two large inner city practices coming together to look at how they could share knowledge and drive up quality of primary care, the Modality Partnership has grown within seven years to 13 health centres across Sandwell and Birmingham serving 75,000 patients.

Technology has played a big role in revolutionising the way patients access services through the practices involved.

A clinical contact centre is accessible by phone, website and mobile phone app – this is led by primary care and integrated with existing services.

A virtual hub is staffed with clinicians and healthcare advisers. GPs provide telephone consultations as well as their usual appointments.

Online video guides are available, and digital postcard reminders for improved compliance to healthcare advice. Email and Skype are used to get information to patients where appropriate.

Appointments can be booked online, and opening hours can be seen on websites.

Patient feedback shows their experience has improved. More consistent prescribing has led to improved compliance as well as cost savings.

Staff response to the changes has also been positive, with increased success in recruitment and retention. GP caseload is planned and managed carefully with a mix of telephone and traditional appointments that reduces pressure.

Judges hailed the “visionary use of technology”.



Winners: Modality Partnership

FINALISTS

HIGHLY COMMENDED: NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Pocket midwife

CENTRAL MANCHESTER UNIVERSITY HOSPITALS FOUNDATION TRUST

Beam me up Scotty: introducing voice-controlled communications devices across the emergency care pathway

CORNWALL PARTNERSHIP FOUNDATION TRUST, PLYMOUTH UNIVERSITY PENINSULA SCHOOLS OF MEDICINE AND DENTISTRY, SUDEP ACTION AND ROYAL CORNWALL HOSPITALS TRUST

EpsMon, the future: a mobile app for patients with epilepsy to self-monitor their safety

CUMBRIA CLINICAL COMMISSIONING GROUP

Improving patient flow through the use of electronic referrals and resource matching

GUY'S AND ST THOMAS' FOUNDATION TRUST

ePrescribing and medicine administration

NORTHERN, EASTERN AND WESTERN DEVON CLINICAL COMMISSIONING GROUP

Using mobile technology to integrate drug formulary, clinical, and referral guidance across two CCGs

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

NUH guidelines app

PENNINE ACUTE HOSPITALS TRUST

Integrated IT for better care

ST GEORGE'S UNIVERSITY HOSPITALS FOUNDATION TRUST

How electronic prescribing and medicines administration is delivering safer, better and smart healthcare

SUSSEX COMMUNITY TRUST

Digital health pilot into nursing/residential homes

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RISING STAR

WINNER

JONATHAN EVANS ROYAL DEVON AND EXETER TRUST

Jonathan Evans was described by Royal Devon and Exeter Trust as a “highly motivated and inspirational” trainee.

He has worked at the trust for three years, first as a senior house officer, then as a registrar in trauma and orthopaedics.

Jonathan set up a quality improvement academy, which aims to educate and support junior doctors in projects while helping them to integrate and develop closer relationships with trust managers and patient safety teams. An annual QIA conference is now held to celebrate the work trainees have done improving patient safety.

The trust said Jonathan served as a “vital link” between junior doctors, senior clinicians, managers and nurses.

Jonathan’s work on venous

thromboembolism has helped change local clinical commissioning group policy regarding prophylaxis following hip and knee replacement surgery.

He has published the results of various projects as well as presenting work at patient safety conferences nationally and internationally.

The trust said Jonathan was “obsessed” with stakeholder engagement and able to communicate clearly with both juniors and seniors alike in all professional disciplines.

He was promoted to the trauma and orthopaedics registrar rota six months before the end of his senior house officer placement.

Judges said Jonathan was “very mature and considered” and hailed his influence.



Winner: Jonathan Evans

FINALISTS

DR NEIL BAYMAN The Christie Foundation Trust

DR RORY CONN Great Ormond Street Hospital Foundation Trust

SAM CUSH Northern, Eastern and Western Devon Clinical Commissioning Group

RACHEL DOMINEY Wessex Academic Health Science Network

IAIN HENNESSEY Alder Hey Children’s Foundation Trust

GIUSEPPE LABRIOLA Lewisham and Greenwich Trust

DR SARAH MITCHELL Birmingham CrossCity Clinical Commissioning Group and Birmingham South Central Clinical Commissioning Group

SAMANTHA MUSSON Sherwood Forest Foundation Trust

ROISIN READE Anglian Community Enterprise

DR TOM WERNER South London and Maudsley Foundation Trust

DR ANDREW WHITAMORE Portsdown Group Practice

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CLINICAL LEADER OF THE YEAR

WINNER

DR BEVERLY OATES WIRRAL UNIVERSITY TEACHING HOSPITAL FOUNDATION TRUST

Dr Beverly Oates has been clinical leader for endoscopy at Wirral University Teaching Hospital Foundation Trust for 10 years.

She implemented an electronic auditable reporting system in 2006 and expanded the endoscopy service from two to four theatres in 2008.

Despite much initial resistance, the team now agrees it would never want to go back to old ways of working.

A seven-day endoscopy service was started in 2012 to keep up with demand. Despite the difficult financial climate, Dr Oates led the team in securing £1.7m to expand the unit to seven theatres and reconfigure facilities to create single sex environments.

The endoscopy team increased its volume of procedures by 8 per cent in the year before submitting its award entry, and predicts a further increase of up to 10 per cent the following year.

Testimonies from both staff and patients describe Dr Oates' high levels of compassion, commitment and support and speak highly of the relationships she develops with staff, patients and relatives.

She recently granted a dying patient's wish to experience fresh air and sunshine, accompanying the patient with drips, oxygen and medical interventions.

Judges said Dr Oates displayed significant achievements in supporting patients with their care.



Winner: Dr Beverly Oates

FINALISTS

HIGHLY COMMENDED SHARON SCOTT

Aintree University Hospital Foundation Trust

HIGHLY COMMENDED DR MARK SIMMONDS

Nottingham University Hospitals Trust

DR LYNDA BROOK

Alder Hey Children's Foundation Trust

PROFESSOR JOHN GOODACRE

North West Coast Academic Health Science Network

LYNNE HALLAM

Nottinghamshire Healthcare Foundation Trust

KATE HOOBAN

Nottingham CityCare Partnership

GIUSEPPE LABRIOLA

Lewisham and Greenwich Trust

DR RACHAEL LIEBMANN

Queen Victoria Hospital Foundation Trust

DR MAY NG

Southport and Ormskirk Hospital Trust

DR ANDREW SPOONER

South Cheshire Clinical Commissioning Group and Vale Royal Clinical Commissioning Group

DR GEORGE WINDER

Leeds North Clinical Commissioning Group and Oakwood Lane Medical Practice

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you can get involved.**

CHIEF EXECUTIVE OF THE YEAR

WINNER

SHEENA CUMISKEY **CHESHIRE AND WIRRAL PARTNERSHIP FOUNDATION TRUST**

Sheena Cumiskey has won praise from a range of distinguished figures for how she carries out her work.

With 19 years as a chief executive in the health service, she is also chair of the North West Leadership Academy and has been involved in a number of regional and national bodies.

North West Leadership Academy director Deborah Arnott said: "Sheena is an inclusive chair ensuring a diverse range of perspectives are considered."

Stephen Dalton, chief executive of the Mental Health Network, said: "She is an arch collaborator with the wider system and her understanding of the social determinants which shape health outcomes is a focus for her leadership style."

David Allison, chief executive of Wirral

University Teaching Hospital Foundation Trust, added: "She is an immensely valued colleague who is able to work across a whole system rather than let organisational boundaries constrain her."

Colleagues at her own trust say Sheena "inspires people to achieve more for the benefit of patients".

Under her leadership, Cheshire and Wirral Partnership Foundation Trust became the first mental health trust to go completely smoke-free.

Sheena also presided over the trust's zero harm campaign, which has encouraged staff to share best practice, with a trebling of entries into its annual "Big Book of Best Practice".

Judges described Sheena as "brave" and "courageous".



Winner: Sheena Cumiskey

FINALISTS

HIGHLY COMMENDED AMANDA BLOOR

Harrogate and Rural District Clinical Commissioning Group

DR JACKIE BENE

Bolton Foundation Trust

PAULA CLARK

The Dudley Group Foundation Trust

SIR LEONARD FENWICK

The Newcastle upon Tyne Hospitals Foundation Trust

ANGELA HILLERY

Northamptonshire Healthcare Foundation Trust

NICK HULME

The Ipswich Hospital Trust

DR LIZ MEAR

North West Coast Academic Health Science Network

SUZANNE RANKIN

Ashford and St Peter's Hospitals Foundation Trust

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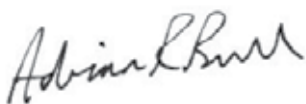
Most effective adoption and diffusion of best practice

We know that there are many examples of healthcare innovations that improve patient care and experience. However, these are often not diffused and adopted at scale – whether within one organisation or across organisational boundaries. There are incentives to invent new solutions and, to some extent, to export them. However there are very few incentives to import ideas from elsewhere, yet this sharing of best practice is needed now more than ever to help improve health outcomes for patients.

This is why we are proud to have set up an award to specifically up to recognise those healthcare organisations who have scouted for existing best practice ideas in other organisations and adopted them to improve care for patients.

Imperial College Health Partners is a partnership of NHS Trusts, commissioners, and universities who collaborate to deliver demonstrable improvements in health for the people of North West London. We are also the designated Academic Health Science Network (AHSN) for the area.

We congratulate the winners of both this award and the other categories, and hope all winners will work with their local AHSN to continue to share and spread their learning.



Dr Adrian Bull
Managing Director
Imperial College Health Partners



MOST EFFECTIVE ADOPTION AND DIFFUSION OF BEST PRACTICE WINNER

THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

Delivering seamless transfer of pharmaceutical care: an innovative pharmacy e-referral system linking secondary and primary care

The Newcastle upon Tyne Hospitals Foundation Trust worked with North of Tyne Local Pharmaceutical Committee on a patient referral system linking hospitals with local pharmacies. This was designed to reduce the level of patients having problems with medicine after discharge from hospital.

The PharmOutcomes system sees community pharmacists receive referrals from the hospital, then contact a patient within three working days of their discharge. A consultation takes place and is fed back to the hospital.

In the nine months to the end of March 2015, pharmacists reported that almost nine in 10 of patients had a better understanding of their medicine following review. Consultations have also helped patients access other services, such as smoking cessation and flu vaccination.

By mid-2015, it was anticipated that 10 NHS hospital trusts in the north east would adopt the model, making electronic referrals to a network of over 700 pharmacies. To ease pressure on GP out-of-hours services over the winter, patients ringing 111 having run out of medicines are referred to a community pharmacy.

Talks are underway about NHS 111 reviewing its algorithms so it can refer even more patients to community pharmacies.

Judges said the trust “genuinely demonstrated adoption and diffusion of innovative practice across the region”.



Winners: The Newcastle upon Tyne Hospitals Foundation Trust

FINALISTS

DORSET AND SOMERSET AIR AMBULANCE

From education to clinical excellence: a chain reaction

EAST LONDON FOUNDATION TRUST

Staff engagement: ELFT

GUILDFORD AND WAVERLEY CLINICAL COMMISSIONING GROUP, EAST SURREY CLINICAL COMMISSIONING GROUP AND SURREY DOWNS CLINICAL COMMISSIONING GROUP

Surrey CCGs carers health work

HALTON CLINICAL COMMISSIONING GROUP AND WELLBEING ENTERPRISES CIC

Wellbeing practices

HARINGEY ADOLESCENT OUTREACH TEAM AT BARNET, ENFIELD AND HARINGEY MENTAL HEALTH TRUST AND PARTNERS

Time 2 Talk: raising awareness about emotional wellbeing and challenging mental health stigma, a whole school approach

LEEDS NORTH CLINICAL COMMISSIONING GROUP

Seeing the wood for the trees: The Leeds Health and Care Intelligence Hub

MODALITY PARTNERSHIP

Modality primary care model: technology enabling access and capacity

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

Safe, high quality and compassionate care begins with our board

PORTSMOUTH HOSPITALS TRUST

Improving clinical outcomes using technology

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

Compassionate care in a custodial setting

SURREY AND BORDERS PARTNERSHIP FOUNDATION TRUST

Productive partnership makes a difference

THE DUDLEY GROUP FOUNDATION TRUST

ED performance

THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

Project Choice

THE WALTON CENTRE FOUNDATION TRUST

Transformation of specialised rehabilitation services: developing a whole systems model to deliver patient-focused care

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

UCLH Prostate Cancer Team

UNIVERSITY HOSPITALS BRISTOL FOUNDATION TRUST

Green Impact plus

WEST HERTFORDSHIRE HOSPITALS TRUST

The hip fracture journey through the lives of Alice and Dorothy

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CLINICAL COMMISSIONING GROUP OF THE YEAR

WINNER

NHS SANDWELL AND WEST BIRMINGHAM CLINICAL COMMISSIONING GROUP

With a modern acute hospital set to open in the area in 2018, and ambitious plans to integrate health and social care, NHS Sandwell and West Birmingham CCG has been preparing for change.

The CCG invested £4.2m in healthy community pilots. These involved 10 groups of practices, covering more than 200,000 patients, aiming to develop targeted support to prevent illnesses and improve health.

The organisation also led a targeted effort to improve access to primary care for migrants, in a bid to reduce A&E attendances. A pilot involving four GP practices led to 345 new patient registrations.

In April, the CCG took on full delegated commissioning for primary care.

A number of methods of listening to patients led to 77 per cent of people polled for a stakeholder review saying the CCG engaged with them. Meanwhile more than four in five members of staff said they felt proud to work for the CCG.

The CCG achieved an in-year surplus of £8.8m, and in 2014-15 it delivered £16m in quality, innovation, productivity and prevention savings.

Patients are feeling the benefits. The CCG has overseen a significant reduction in grade three pressure ulcers, from an average of six a month to an average of two.

Judges praised the CCG's "focused and compelling vision" as well as its "enthusiasm and energy".



FINALISTS

EAST LANCASHIRE CLINICAL COMMISSIONING GROUP

FYLDE AND WYRE CLINICAL COMMISSIONING GROUP

HIGH WEALD LEWES HAVENS CLINICAL COMMISSIONING GROUP

MID NOTTINGHAMSHIRE CCGS: MANSFIELD AND ASHFIELD CLINICAL COMMISSIONING GROUP AND NEWARK AND SHERWOOD CLINICAL COMMISSIONING GROUP

OLDHAM CLINICAL COMMISSIONING GROUP

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PROVIDER TRUST OF THE YEAR

WINNER

BIRMINGHAM CHILDREN'S HOSPITAL FOUNDATION TRUST

In 2014, Birmingham Children's Hospital Foundation Trust launched its Next Generation Strategy, focusing on the four themes of people, IT, estates and pathways.

The organisation restructured its specialities into clinical groupings to give greater levels of autonomy to bosses and improve team working.

It employed a consultant in public health medicine, Dr Chris Chiswell, who worked with the board on preventative approaches to healthcare. Projects have included mapping to increase clarity about how communication with various ethnic and socio-economic groups can be improved.

Technology was developed to give a better view of theatre utilisation. Outpatient department management was changed, with more than 4,000 additional appointments created per year. Meanwhile a new short term booking process in the organisation's call centre created 10 slots a week.

A range of schemes are due to complete by April 2016, including refurbishment of play rooms and breast feeding rooms. The percentage of total income derived through clinical activities rose for the fourth year running to 91 per cent in 2013-14.

The trust achieved 99.1 per cent of its commissioning for quality and innovation targets in 2014-15. The board approved the business case for a £39m investment in new clinical facilities.

Judges said the trust demonstrated strong performance across all criteria.



FINALISTS

BRADFORD DISTRICT CARE FOUNDATION TRUST

EAST LONDON FOUNDATION TRUST

LUTON AND DUNSTABLE UNIVERSITY HOSPITAL FOUNDATION TRUST

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

THE WALTON CENTRE FOUNDATION TRUST

UNIVERSITY HOSPITAL SOUTHAMPTON FOUNDATION TRUST

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