

HSJ AWARDS 2020

Partnered with



CELEBRATING 40 YEARS OF HEALTHCARE EXCELLENCE

PROJECT SHOWCASE

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FOREWORD

HSJ reports on the NHS every day. We know that many staff are fatigued to the point of exhaustion, are struggling with the mental health problems that have been among the pandemic's most pernicious legacies and – to be honest – are just royally fed up with the world in general.

But we also know, that despite all of that – the NHS has continued to deliver care which is envied by the majority of the world's population. Furthermore, innovation has blossomed during the pandemic, with leaps in areas like the use of digital technology and improvements in care pathways that would have taken years – maybe decades – pre-pandemic.

The pandemic has not seen NHS staff retreat to their bunkers. Instead, more staff of all kinds than ever before have thrown themselves into finding new and better ways of doing things.

The proof of this particular pudding comes in the form of the winning entries to this year's HSJ Awards. You can read about each one in this 'book' and also hear direct from our judges about why these entries won each fiercely contested category.

To have simply survived the last year as an NHS worker is a source of pride. To have done so while devising and/or delivering an innovative service change or project is astonishing.

HSJ would like to thank all the entrants to this year's awards and to add our congratulations to those already being received by those who were shortlisted and, particularly, those who have won each category.

Nobody in the NHS is likely to forget 2020. We hope the HSJ Awards will help remind all that among the trauma and the struggle, the NHS still managed to improve services and break new ground for the benefit of patients and staff.



Alastair McLellan
Editor
HSJ

HEADLINE PARTNER

The HSJ awards are renowned for shining a bright and brilliant spotlight on the inspirational ideas and initiatives that make a crucial difference every day to our NHS. For the fifth year running, GRI is proud to be the headline partner.

As a specialist provider of neutral vendor, outsourced recruitment solutions that deliver the agency rate cap, we know that creating a service where excellence, innovation, and efficiencies combine to ensure better outcomes is good for everyone.

The HSJ awards are all about honouring a multi-faceted collection of large transformative programmes to small, yet equally powerful, game changing ideas. It is about recognising the teams behind the service delivery, the technology behind the teams, and the individuals within those teams who have thought "how could we do this differently" so that the NHS can deliver the very highest quality of compassionate, life-changing, and life-saving care. This is the shared passion and determination which connects each and every one of you.

Congratulations to all the shortlisted organisations, highly commended and the winners for your incredible work. In these challenging times you serve as an inspiration to organisations up and down the country, encouraging teams to continually improve and adapt best practices – you deserve every accolade.



Andrew Preston
Chief Executive Officer
GRI



GRI in the UK provides an award-winning outsourced solution to managing the agency rate cap and ensuring that quality, compliant temporary workers are booked onto every shift. Since 2001, we have revolutionised the procurement and management of recruitment agency services, achieving significant savings and compliance assurance for both private healthcare organisations and the NHS. Through a blend of account management and technology, we drive fairer commercial relationships and higher standards amongst supplying recruitment agencies. Agency charges are standardised and controlled, administrative burdens minimised, and compliance bolstered.

Our neutral vendor model is particularly adept at flexing to meet sudden requirements with a proven track record in managing this precise scenario. Whether these are large scale, unplanned surges such as sickness or large scale planned surges during contract mobilisations, our extensive agency reach and ability to move fast is a key reason why hiring organisations choose to partner with GRI.

During the Covid-19 pandemic, we are proud to have supported one of our facilities management clients on a rapid build and fit-out project for the NHS Project Nightingale Hospital in London. We facilitated the deployment of over 500 workers per day supporting this key service, with our teams working through the night in partnership with our panel agencies to deliver.

We also help organisations optimise their approach to bank management. With both our bank and agency management solutions powered by our leading-edge, intuitive e-tips® technology, clients partnering with GRI gain complete visibility over their entire temporary workforce.

Switching to our model takes, on average, 8-12 weeks and offers a risk-free and budget-friendly opportunity to transform the costs and processes associated with temporary recruitment. Implementing our solution does not require up-front expenditure. Instead, it is self-funding via a small percentage of the savings we achieve for organisations.

Working with GRI means working with independent workforce management experts. As a neutral vendor we have no affiliation with supplying recruitment agencies. We opt, instead, for an influential negotiating position across the agency world. Over 3,750 agency suppliers (20% of the UK's recruitment agencies) are signed up to our terms and conditions. This guarantees no conflict of interest ensuring we can truly recommend the optimum recruitment strategy for your needs.

Importantly our focus is also on empowering organisations to improve their strategic approach to temporary recruitment, thanks to our management information capabilities and business intelligence reporting. This expertise has seen us become a market leader, entrusted with close to £1billion pounds of recruitment spend on behalf of over 150 clients – equating to the deployment of 60,000 temporary workers a week.

We would welcome the opportunity to discuss your requirements and how we may be able to help. To find out more visit <https://www.geometricresults.co.uk> or call 01565 682 020.

ACUTE SECTOR INNOVATION OF THE YEAR

WINNER

Partnered by



**healthcare
at home**



UNIVERSITY COLLEGE LONDON AND UNIVERSITY COLLEGE LONDON HOSPITALS FT

THE UCL VENTURA CPAP DEVICE – ENGINEERING A 'JUST-IN-TIME' COVID-19 SOLUTION

In mid-March 2020 COVID-19 threatened to overwhelm UK critical care. Sparing ventilator capacity and ICU beds for the most needy was crucial. However, the obvious solution - noninvasive CPAP (continuous positive airways pressure) devices - were also in short supply. UCLH clinicians joined forces with UCL and Mercedes Formula-1 engineers to reverse engineer an old CPAP device. From a standing start, the UCL-Ventura CPAP was constructed, enhanced to reduce oxygen use by 70%, tested and MHRA-approved, with 10,000 devices manufactured and delivered to the NHS by mid-April. Importantly, patients in 20 low-middle income countries are also benefitting from its use.

JUDGES COMMENTS

This organisation outlined an incredible mobilisation at pace through an inspiring network of people and organisations in developing a device that has had a global reach during the pandemic. The panel felt humbled and honoured to receive such a presentation from a truly inspiring group of people.



@HSJ_Awards | #HSJawards



ACUTE SECTOR INNOVATION OF THE YEAR

HIGHLY COMMENDED



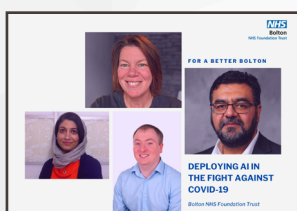
Sandwell and West Birmingham Hospitals Trust Alcohol Care Team

The Alcohol Care team's ambition is to empower patients with alcohol misuse so they are the driver of their own recovery. Our innovative strategy prioritises preventing unplanned admissions for alcohol detoxification and rather facilitates elective detox for those committed to abstinence. Optimising patient experience increases their motivation and ability to sustain lifestyle changes. We have consistently provided evidence-based positive outcomes for patients including admission prevention and reduced length of stay, with substantial financial return on the investment for the Trust. Through engagement with local and national stakeholders we are fundamentally changing the way acute hospital services approach alcohol misuse.

JUDGES COMMENTS

The panel were impressed by the data presented by the team, showing the impact of the service. Their passion for making a difference to a client cohort with clear outcomes was clearly demonstrated. It was easy to see how this service could be sustainable in a diffused manner by ensuring the patients themselves are the Chief Co-ordinators of their care.

FINALISTS



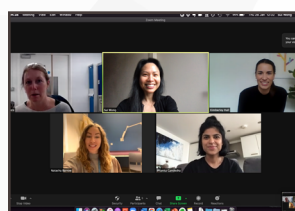
Bolton FT Deploying AI in the fight against COVID

We were the first NHS organisation to implement an AI solution in Radiology that gives clinicians 24/7 access to an

accurate and consistent decision support tool to improve chest x-ray interpretation, allowing them to make quicker and better-informed decisions about patient care.

It is able to consistently detect findings that are indicative of COVID-19 almost instantaneously, as well as being used more broadly to support other diagnoses.

The technology provides quicker decision making, improved patient journey and experience and has been shared internationally as a innovative practice. The team's feedback and experience has contributed to the implementation of AI in other NHS organisations and informed the NHSx buyer's guide.



Guy's and St Thomas' FT The effective management of IIH by Group Consultations

The Guys & St Thomas' Trust Idiopathic Intracranial Hypertension (GSTIT IIH) Team is a multidisciplinary team

that works hard to provide comprehensive clinical care for patients with IIH, aiming for clinical excellence, in service of our patients.

This work was done in partnership with our patients and Group Consultations Ltd, to develop a new model of care for IIH through group consultations. We describe the results of our work, showing that this is an effective and preferred model of care for our patients, delivering the best of medical and holistic care as well as peer-to-peer support.

ACUTE SECTOR INNOVATION OF THE YEAR

FINALISTS



London North West Healthcare University Trust, Kettering General Hospital FT, St Mark's Hospital and Made Tech NHS Book a Virtual Visit

NHS Book a Virtual Visit is a digital service developed during the COVID-19 pandemic to allow hospital patients to remain connected at a time when they are unable to be together physically due to restrictions on visitors and personal devices within wards.

It has enabled over 20,000 virtual visits across hospital wards in a number of Trusts across the country.

It allows hospital staff to book a virtual visit, start and rebook visits. It also allows hospital administrators to monitor hospital and ward performance. This service also improved the workflow for frontline NHS Staff during this critical period.

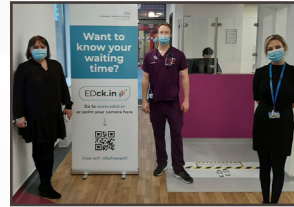


Royal Berkshire FT Triage into the Community of Covid-19 Pathway

In April 2020, Andy Walden (Consultant Acute Medicine) and Joe Nunan (Acute Medicine Ultrasound Fellow) developed

a triage pathway for COVID called TICC-19 (Triage into the Community for COVID-19).

This triage pathway is based on oxygen saturations rather than NEWS score and is used throughout the hospital. TICC-19 allows some patients to be sent home with a sats probe and then followed up remotely in the 'AMU Virtual Ward'. These patients receive a daily phone call from clinicians who check on their symptoms and oxygen saturations. Over 1000 patients with COVID have been managed in the AMU Virtual Ward, helping to relieve pressure on the hospital, and keep patients safely managed at home.



St George's University Hospitals FT Patientcheck.in: Making the Most out of Waiting

Patientcheck.in is a smartphone self-check-in system developed at St George's Hospital Emergency Department.

Patients check-in by scanning a QR code. They complete a simple smartphone clerking questionnaire and can see their accurate waiting time on their smartphone and on TV screens across the waiting room.

Clerking information is sent instantly to the electronic patient record and is immediately accessible by clinicians.

Patientcheck.in makes life easier for clinicians and patients. It significantly reduces the clinical administration workload and eliminates patient anxiety associated with unknown waiting times. Patientcheck.in is efficient, user-friendly and cost-effective. Patientcheck.in makes the most out of waiting.



University Hospital of North Midlands, Midlands Partnership FT, Health2Works, Simple Shared Health and Signum Health Smart with Your Heart

Self-care education and telemonitoring are cornerstones of long-term condition management. Perversely educational content stems from aims to change health service outcomes rather than prioritising patient need. Monitoring physiological parameters remotely removes patient experience from self-monitoring. Both diminish the patient voice.

Our project personalised patient care by:

- Telemonitoring of patient's self-assessed overall health with interactive texts in language understandable to patients
- Bespoke digital library content with enhanced content driven by patient request.
- Timely, responsive patient contact to facilitate health care options activated by appropriate alert texts

This combinatorial approach, reduced all cause readmissions by 50%, reduced cost and improved patient experience.

CATEGORY PARTNER



Healthcare at Home is the UK's leading in-home provider of complex high cost medicines with full clinical support. The company's services centre on Patient Medication, Early Hospital Supported Discharge and Wholesale activities. Substantial expertise has been established through an in-depth knowledge of patient – medicine behaviour, in particular with biologic medicines, chemotherapy in the home and specialist areas e.g. ERT and rare & orphan diseases.

Clear visibility of the patient's interaction with their treatment enables Healthcare at Home to identify and target interventions which enhance adherence and persistence and reduce wastage: enabling patients to get the most out of their medication, payers to derive the best value possible from treatment decisions and for pharmaceutical companies to ensure patients stay on their medication for the prescribed time. The company has long standing contractual relationships with one hundred fifty acute NHS trusts across the UK, supported by 500 employed specialist nurses. Our services are underpinned by a unique in-house 'end to end cold chain delivery capability'. Healthcare at Home are driving significant change into the category through complete digitalisation of their services, thus revolutionising how the company manages patient insights and ultimately driving better patient outcomes.

MENTAL HEALTH INNOVATION OF THE YEAR

WINNER



LANCASHIRE & SOUTH CUMBRIA FT MYPLACE

Myplace, is an exciting eco-therapy based partnership between Lancashire & South Cumbria NHS Foundation Trust and Lancashire Wildlife Trust.

The project is continually evolving, responding to the challenges created by COVID 19 with innovative approaches.

This has ensured the service has expanded its holistic offer by working with service users to reach an increasing number of diverse communities underserved throughout Covid-19.

With the growing focus on both the crisis facing mental health and our environment, the partnership aspires to a new normal where people and the environment are much more entwined in a collectively healthy future- a Natural Health Service.

JUDGES COMMENTS

The judges said this was a truly excellent project and a ground breaking service, building community capacity and resilience. They loved the fact that it aligned video gaming to wildlife and using 'Minecraft' was genius. It is a comprehensive project covering all categories and also includes both blue space and green space, giving an holistic service for wellbeing.

MENTAL HEALTH INNOVATION OF THE YEAR

HIGHLY COMMENDED



Surrey and Borders Partnership FT, Surrey Police, South East Coast Ambulance Service FT, Epsom Hospital A&E, East Surrey Hospital A&E, Royal Surrey County Hospital A&E, Ashford and St Peter's Hospitals FT A&E, Frimley Park Hospital A&E and Surrey County Council
Surrey High Intensity Partnership Programme

The Surrey High Intensity Partnership Programme (SHIPP) offers tailored support to people with complex mental health who regularly present to the emergency services in crisis. People on the programme receive the help they need to better manage their mental health and their dependency on the emergency services is

substantially reduced. SHIPP is provided by Surrey and Borders Partnership NHS Foundation Trust in partnership with Surrey Police who collaborate with the emergency services to provide the service. SHIPP has led to significantly improved outcomes for people on the programme, a sharp reduction in 136 presentations and huge cost savings.

JUDGES COMMENTS

The Judges were impressed by the multi-agency partnership approach to supporting a specific group of service users. There was really strong evidence of benefits to all partners and most importantly to patients. The economic impact made in just 2 years is impressive with savings being made already.

FINALISTS



Barnet, Enfield and Haringey Mental Health Trust
Blossom Court, new mental health inpatient building, St Ann's Hospital, Haringey

The Trust took an innovative approach to improving our poor quality inpatient wards through significant engagement with our patients, staff, local community and a partnership with the Greater London Authority (GLA).

The GLA are delivering a major residential development on the surplus land, with 50% of the units affordable to local people. The funds enabled the Trust to create Blossom Court – a brand new, state-of-the-art building using design principles co-developed with patients and staff. These include ensuite bedrooms, social space, activity rooms on each ward, quiet rooms with sensory equipment and media walls in de-escalation rooms providing a calming environment.

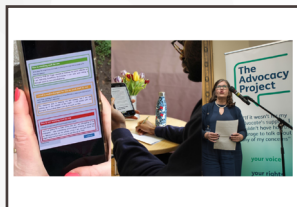


Camden and Islington FT
partnered with Acute Trust partners University College London Hospitals FT, Royal Free London FT and Whittington Health Trust
24/7 Mental Health Crisis Assessment Service (MHCAS)

Our Mental Health Crisis Assessment Service (MHCAS) is an A&E for mental health, offering immediate effective treatment to those in greatest need; who often do not know where else to turn. Many are at high risk of self-harm and are psychologically at one of the lowest points in their lives. Born out of the COVID-19 pandemic, the service was set up within days of lockdown in March 2020 as an alternative to hospital and continues to deliver excellent care. Our unit is run exclusively by mental health specialists with access to a wide range of services for patients.

MENTAL HEALTH INNOVATION OF THE YEAR

FINALISTS



City and Hackney CCG, East London FT, The Advocacy Project, Core Sport, Patient Knows Best and Silver Cloud **A Digital Recovery Platform for Severe Mental Illness**

This project was inspired by patients wanting more access to and more autonomy over their care plans, combined with high levels of need and difficulties reaching people during the pandemic. Through a collaborative partnership between patients, the voluntary sector, the NHS and technology providers, we created a digital platform, which gives people with severe mental illness the tools to plan and manage their care in one place and a choice over the design of their personalised recovery programme. The platform follows the patient and can be shared seamlessly between organisations with patients controlling who they interact and share information with.



London Ambulance Service Trust **London Ambulance Service pilots 'Mental Health Joint Response Car' to improve quality of mental health treatment and care**

Following a successful initial pilot in South East London, the Mental Health Joint Response Car (MHJRC) pilot was rolled out across London in January 2020 to support the urgent and emergency care sector through winter.

With the support from Healthy London Partnerships and mental health trusts across London, the MHJRC helps ensure a parity of esteem for patients in mental ill health, by pairing a mental health nurse and paramedic together in a response unit and giving people better care for their needs and reducing unnecessary trips to hospital.



Oxford Health FT **A good night's sleep in hospital - A new standard in mental health**

There are three main elements of safer care in psychiatric inpatient services, one of which is skilled in-patient observation. Unfortunately, supportive observations can disturb patients' sleep. This issue is clinically significant as there is clear evidence of a bidirectional causative link between sleep and mental illness, sleep disturbance is a contributory cause of poor mental health and psychological wellbeing.

In this context, OHFT, in partnership with Oxehealth, are introducing new digital technology on Vaughan Thomas ward, with the aim of monitoring the safety and health of patients by identifying their movement ('video analytics') as well as their heart and breathing rate ('medical analytics'). This ensures observations are maintained without the disturbance to sleep.



Somerset CCG **The Somerset Emotional Wellbeing Podcast**

Somerset CCG, working with our partners across the health and care system, identified a need for on-demand emotional wellbeing support for staff during the pandemic. We began to build a library of free podcasts using just our laptops.

The Somerset Emotional Wellbeing podcast, hosted by Dr. Andrew Tresidder and Dr. Peter Bagshaw, has been very well received, both locally and globally, with over 3,600 listens to date. Timely, topical episodes like Coping with Loss and Grief and Zoomed Out provide free support when it is needed most and are accessible to all.

PRIMARY CARE INNOVATION OF THE YEAR

WINNER

Partnered by

 Bristol Myers Squibb™



SEVENHILLS+ PRIMARY CARE NETWORK COVID-19 VULNERABLE PATIENT VISITING SERVICE

Sevenhills PCN is based in a community which experiences ill-health due to its deprivation and diverse ethnicities. When the pandemic hit, patient presentations dramatically fell and the PCN introduced a new way of working to prevent a longer term widening of the health inequality gap.

By visiting patients in their own homes, the practice-led service proactively identified vulnerable frail patients not otherwise self-identifying. This enabled uninterrupted continuation of long-term condition reviews and tackled isolation and vulnerability by linking into social support.

Patient management plans required change in 50% of cases and the service evidenced detection and reduction in progression of illness.

JUDGES COMMENTS

Our winners have implemented a new and important model of care to tackle health inequalities very successfully in the most challenging time. They showed an ability to recognise and reach out to the most vulnerable, based around wider determinants of population need. A pro-active approach to address health issues was showcased, which clearly demonstrated the impact they were having on patients. Judges hope they are able to secure further funding to continue the work across their, and additional Primary Care Networks.

PRIMARY CARE INNOVATION OF THE YEAR

HIGHLY COMMENDED



EQUIP (WEL CCGs)

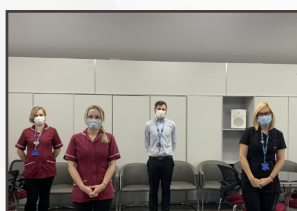
Empowering all primary care staff to make improvements which have a tangible impact on the joy of staff and the experience of citizens

EQUIP's vision is a world in which empowered citizens experience great primary care. Our approach is to embed a quality improvement (QI) methodology and culture within GP practices, empowering all staff to be skilled stewards of context-specific changes which improve services for patients. We aim to achieve this through robust QI training, QI coaching support for teams, centralized and local data and analytics, psychologically-informed team development, centralized tools and templates, and local learning systems. We strive to deliver against our quadruple aim of clinical outcomes in support of population health, citizen experience and improved value, centered around the core pillar of the care-team experience.

JUDGES COMMENTS

The judges said the presenters had a great passion in delivery of their initiative. The organisation has clearly recognised staff and their key roles during Covid and this team has ensured that staff have been satisfied throughout and were improving their skills. It was great to hear about the patient benefits, and also the ethos that the team had for joy was fantastic.

FINALISTS



Central and Thistlemoor Primary Care Network Health, Wellbeing and Community Champions in inner-city Peterborough

The population of Central Thistlemoor Primary Care Network

has challenges with deprivation, disadvantage and language. For example, 80% of consultations are where English is not the patients' first language.

The PCN took the opportunity to develop health and wellbeing coaches from a variety of cultural backgrounds to work alongside a group of well-motivated volunteer "community champions"; to engage with local communities; spreading key health and wellbeing messages; with the vision of reducing health inequalities and empowering the population to be healthier and happier. Learning from this project has been shared with the wider team, raising awareness and improving patient outcomes.



Devon CCG Devon Digital Accelerator Project

The Devon Digital Accelerator (DDA) sought to implement practice specific online consultation models in a

supported staff environment.

Recognising that the implementation and success of technology solutions often fail with a 'one size fits all' approach the aim of the project was to enable practices to implement online consultation models bespoke to them, supporting them throughout the entire process.

One of the key aims of the project was to create a change capable workforce by empowering staff to learn, succeed, fail and share in a psychologically safe environment with a focus on bottom up not top down leadership.

PRIMARY CARE INNOVATION OF THE YEAR

FINALISTS



East Riding of Yorkshire CCG **High impact cross-system innovations to improve musculoskeletal care**

Our vision is to create an environment where patients can understand their condition better

and become more confident in self-management. Community based clinicians can easily access information whilst consulting with patients to make better decisions. Community services are more confident in supporting the local population. We are creating more opportunities to access support away from hospital settings.

The key principle is to see the right person, in the right place, first time. Patient feedback such as "I can now put my socks on", "stand unaided" and "manage my pain" is evidence that we are making progress.



Isle of Wight CCG, Isle of Wight Trust, Lighthouse Medical, Wessex AHSN and Gnosco **Implementing teledermatology within primary care on the Isle of Wight**

The Dermicus technology enables primary care clinicians to refer high-quality images of suspect skin lesions rapidly using an iPhone and dermatoscope securely using the Dermicus App. The dermatology specialist is notified via email and has immediate access to the images and background information required to review the case and chose a pathway of care. The primary care clinician and patient are then informed of the pathway or given written advice for managing within primary care.

The implementation of this technology on the Isle of Wight has provided benefits for patients, clinicians and the health system as a whole.



Northwest London Diabetes Programme, Carbs & Cals, ICS Health and Wellbeing **NWL Diabetes Programme, Carbs & Cals: Working together to address the Knowledge and Information Gap for HCPs and BAME communities living with, or at risk of developing Diabetes**

An understanding of food and its impact on blood glucose levels is fundamental to the self-management of diabetes. A major inequality existed in the availability and accessibility of information about traditional foods for people from a BAME background.

World Foods addresses and bridges this gap by:

- enabling BAME communities to be better informed about the nutritional content of their traditional foods so as to empower them to make informed choices in their self-management
- educating Healthcare professionals (HCPs) about the traditional foods that are eaten by BAME communities
- using a highly visual format to facilitate better communication and engagement between HCPs and people with Diabetes



The AHSN Network **Atrial Fibrillation Programme**

Atrial Fibrillation (AF) is the most common cause of an irregular heart rhythm and the cause of 20% of strokes. Despite the serious impact, many people

are unaware they have the condition. Since 2016, the AHSN Network has been driving the spread and adoption of AF best practice across the country to improve care and outcomes for patients. During that time, we estimate that our work has helped to prevent over 11,000 strokes, potentially saved the lives of nearly 3,000 people and helped NHS and social care organisations avoid treatment costs of over £260 million.

CATEGORY PARTNER



Bristol Myers Squibb is a Global biopharmaceutical company with leading franchises in oncology, haematology, cardiology and a strong presence in immunology, fibrosis and specialty medicine.

Inspired by our vision of transforming patients' lives through science, we focus on driving meaningful change for patients, carers and loved ones, and for the communities and societies we share. Our values of passion, innovation, urgency, accountability, inclusion and integrity are central to who we are, what we do and how we do it.

As leaders in innovation, we'll never give up in our search for the next breakthrough for patients who are urgently seeking new treatment options.

Find out more about Bristol Myers Squibb [here](#)

For media enquiries please email communicationuk@bms.com

CONNECTING SERVICES AND INFORMATION AWARD

WINNER

Partnered by

bjss



HEALTHIER LANCASHIRE AND SOUTH CUMBRIA INTEGRATED CARE SYSTEM

LANCASHIRE AND SOUTH CUMBRIA REAL TIME SURVEILLANCE- SUICIDE PREVENTION

Good quality, timely intelligence is the life blood of effective, and efficient organisational prevention strategies. Reducing the prevalence of suicide in our communities requires our partners and systems to connect in a way never seen before.

Development of our Real Time Surveillance System has enabled us to become intelligence led in all that we do together to prevent and reduce the harm suicide creates for many. Our approach, underpinned by clear principles, where suicide prevention is now seen as everyone's business, has connected our services, our communities and our combined efforts in a meaningful way. We are making a difference.

JUDGES COMMENTS

The judges said the winners made an emotive case for change across different agencies by presenting a clear sense of mission. There was a demonstration that the value had been delivered to local populations and that there was a route to continuing this success on a national scale. This was evident through the engagement with wider partners such as Tesco, showing that they had engaged widely around where the impact could be delivered. Their future plans to take the local solution and operating model nationally is very exciting.

CONNECTING SERVICES AND INFORMATION AWARD

HIGHLY COMMENDED



Cardiff and Vale University Health Board

Transformation of glaucoma eye care services: A digitised patient record enabling shared care between optometry and ophthalmology

Cardiff and Vale University Health Board uses OpenEyes, an Ophthalmology Electronic Patient Record (EPR) to support its digital hospital glaucoma pathway. This EPR was made available to 5 high street Optometry practices during these unprecedented times with optometrists able to securely connect their imaging devices to the NHS Wales hospital network using World first technology to enable consultant virtual review. Following EPR virtual review, only patients requiring sight-

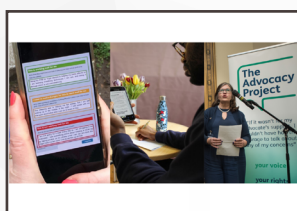
saving glaucoma interventions are now required to attend hospital eye clinic releasing valuable capacity for complex cases.

This has been expanded to other eye care pathologies avoiding 3000+ hospital clinic appointments in 2020.

JUDGES COMMENTS

The judges said this was a strong innovation case and showed demonstrable impact both to patients and staff working in the area of eye care. The innovation demonstrated a way of ensuring sustainability via integration with contracting mechanisms and was well received in terms of adoption with other devolved nations and interest with English NHS Trusts.

FINALISTS



City and Hackney CCG, East London FT, The Advocacy Project, Core Sport, Patient Knows Best and Silver Cloud A Digital Recovery Platform for Severe Mental Illness

This project was inspired by patients wanting more access to and more autonomy over their care plans, combined with high levels of need and difficulties reaching people during the pandemic. Through a collaborative partnership between patients, the voluntary sector, the NHS and technology providers, we created a digital platform, which gives people with severe mental illness the tools to plan and manage their care in one place and a choice over the design of their personalised recovery programme.

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Devon CCG Devon Digital Accelerator Project

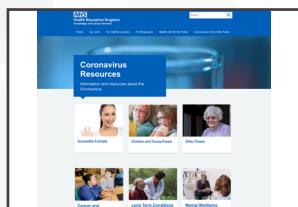
The Devon Digital Accelerator (DDA) sought to implement practice specific online consultation models across Devon.

Recognising that the implementation and success of technology solutions often fail with a 'one size fits all' approach the aim of the project was to enable practices to implement online consultation models bespoke to them.

One of the key aims was to ensure patients could connect with services and information at a time and from a place most convenient to them. At the projects inception we did not know the important part it would play in supporting colleagues nationally at the height of the COVID-19 pandemic.

CONNECTING SERVICES AND INFORMATION AWARD

FINALISTS



Health Education England, National NHS Library and Knowledge Services Team Improving access to Coronavirus information for specific patient groups and in accessible formats

Finding high-quality information takes time – time that busy health and care workers do not have during a pandemic. The national NHS Knowledge and Library Services team at Health Education England recognised the importance of connecting NHS colleagues to high-quality information on coronavirus to share with patients, carers and families. The workforce needs reliable information to support communication with specific patient groups and with different age groups. They also require resources that fulfil the Accessible Information Standard.

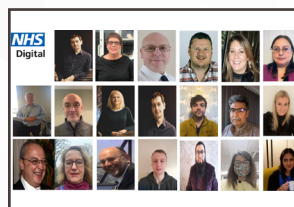
We bring information from trusted sources together at <https://library.nhs.uk/coronavirus-resources/>. A one-stop resource that enhances communication with patients, avoids duplication of effort and saves time.



Lancashire County Council Lancashire Care Capacity Tracker

At the beginning of 2020, Lancashire County Council realised that in order to support its residential and domiciliary care

providers effectively, we required contemporaneous data around multiple requirements to respond promptly to provider issues and inform health and care colleagues across the Lancashire and South Cumbria Integrated Care System, ultimately contributing to saving lives. We developed a data gathering/reporting system, known locally as the Lancashire Care Capacity Tracker, to collect daily information from across the range of care providers. The past ten months has resulted in Lancashire being at the forefront in providing daily intelligence for c90% of Lancashire's providers.



NHS Digital GP Connect COVID-19 response

The COVID-19 pandemic brought a change in the delivery of patient care. A greater emphasis was placed on NHS 111 and an acceleration in the ongoing

work to allow NHS 111 to view patient records and booking GP appointments was needed.

To support this work, and other changes to models of care, National Data Sharing was required in place of existing arrangements.

Through cross-organisation collaboration, National Data Sharing for GP Connect was invoked in May 2020, and a subsequent increase in utilisation of the products was seen to support and improve direct patient care as part of the COVID-19 response.



University Hospital Southampton FT digiRounds the mobile electronic patient health record for clinicians

digiRounds allows clinical teams to see the patient information they need during the ward round, in a format that is concise and quick to use, using a hand-held mobile device.

Developed in-house between clinical staff and UHS digital, digiRounds grabs data from all systems within the trust, and patient information is presented in a way doctors "learnt to be a doctor" and allows pattern recognition and problem solving. digiRounds is a digital window at the end of the bed for clinicians to assess the patients' health, make decisions on further investigations and whether the patient is ready to go home.

CATEGORY PARTNER



Healthcare innovation has always been both challenging and essential. BJSS has delivered it in close collaboration with health and social care providers for almost a decade.

We're an innovative technology consultancy. End-to-end, from inception to delivery, we have a proven track record of working collaboratively with our customers, helping them to design and deliver complex technology solutions used by millions of people every day.

Dedicated to getting the best possible outcome for patients, health and care professionals and the general public, we have a strong track record of helping health and social care providers to scope, design and deliver their strategies.

We have embedding data driven decision making and information design, helping to put the facts in the hands of those who need them, when they need it.

We have delivered local, regional and national programmes of service design and technology change, shaping the way that care is delivered. From engineering critical national healthcare infrastructures, to delivering tactical product apps and innovation, we understand how to provide seamless digital experiences. And we have the engineering prowess to build them too.

Visit bjss.com/health to learn more.

DIGITISING PATIENT SERVICES INITIATIVE

WINNER



ALDER HEY CHILDREN'S FT GLOBAL DIGITAL EXEMPLAR & HIMSS 6 ACCREDITATION

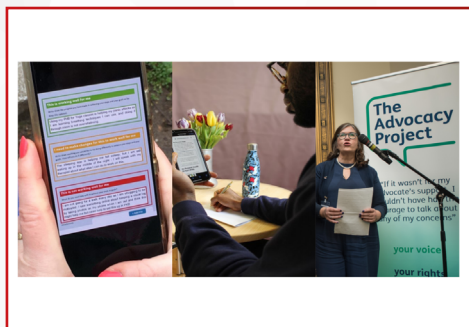
Alder Hey's Digital Futures Strategy outlines its ambition to become Europe's most digitally mature children's Trust, as rated by staff and children. The hospital was one of 16 Acute Trusts awarded a place on the Global Digital Exemplar programme. HIMSS is a seven-stage model used to measure digital maturity and achieving HIMSS Level 6 was a requirement for GDE accreditation. The Digital Team knew this was an unmissable opportunity to enhance patient safety and clinician experience. A substantial amount of transformation has taken place to achieve this and Alder Hey has now been accredited as a GDE site.

JUDGES COMMENTS

The judges were impressed that this initiative involved the alignment of a major digital change programme with a cultural change programme across all of its constituent parts. It concentrated on staff engagement but demonstrated benefits elsewhere, including savings and safety. There is a huge amount to learn from here in terms of engaging staff.

DIGITISING PATIENT SERVICES INITIATIVE

HIGHLY COMMENDED



City and Hackney CCG, East London FT, The Advocacy Project, Core Sport, Patient Knows Best and Silver Cloud **A Digital Recovery Platform for Severe Mental Illness**

This project was inspired by patients wanting more access to and more autonomy over their care plans, combined with high levels of need and difficulties reaching people during the pandemic. Through a collaborative partnership between patients, the voluntary sector, the NHS and technology providers, we created a digital platform, which gives people with severe mental illness the tools to plan and manage their care in one place and a choice over the design of their personalised recovery programme. The platform follows the patient and can be shared seamlessly between organisations with patients controlling who they interact and share information with.

JUDGES COMMENTS

The judges said this project has demonstrably improved patient outcomes, improved efficiency and innovatively developed a digital platform to support patients with serious mental health issues once they leave secondary care. There is an opportunity to expand this methodology out into other mental health pathways of care.

FINALISTS



Connected Nottinghamshire in partnership with Patients Know Best, NHS Digital and NHSX **Nottingham and Nottinghamshire brings healthcare into the 21st century with Public Facing Digital Health and Care Services**

The Nottingham and Nottinghamshire Integrated Care System (ICS) has a focus on regional projects which encourage greater sharing of data within health and social care. The Patients Know Best and NHS App (powered by NHS Digital) integration allows patients to access all personal health information inside the NHS App interface.

This programme demonstrates the best of local care innovating on national strategy through supplier partnership, delivering a common goal of empowering people with access and control of their health information to support them to manage their health and care putting people at the heart of the design process.



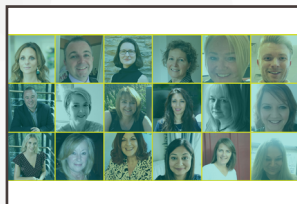
Guy's and St Thomas' FT, King's College London and King's Health Partners **Life Lines - Rapid implementation of virtual visiting in intensive care**

Every NHS team should be able to connect families with their loved ones being treated in intensive care units. Life Lines has made this happen through secure, safe virtual visiting by a patient's bedside, overcoming challenges of isolation and separation that so many people are facing during the coronavirus pandemic.

Life Lines has provided over 1,350 Android tablets and secure online platform, aTouchAway™, supported with 4G connectivity, to 180 NHS hospitals across the UK, thanks to the generosity of major donors and members of the public. We have supported 80,000 virtual visits accumulating 500,000 call minutes so far.

DIGITISING PATIENT SERVICES INITIATIVE

FINALISTS



NHS England and Improvement General Practice Nurse Ten Point Plan Team and The Redmoor-ELC Partnership **Spreading video group clinics in England**

NHS England and Improvement's (NHSEI) General Practice Nurse Ten Point Plan team, The Redmoor-ELC Partnership planned to trial video group clinics (VGCs) with eight pioneers. When the pandemic hit, they saw that this untested innovation could help primary care and patients to cope and stay connected through Lockdown and beyond.

Despite a modest uplift in budget, they set out to spread at scale; swiftly refining a flexible, interactive learning programme and assuring indemnity cover and robust confidentiality and consent processes. Over six months, they engaged over 500 primary care teams. 74% say they will continue with VGCs.



St George's University Hospitals FT **Patientcheck.in: Making the Most out of Waiting**

Patientcheck.in is a smartphone self-check-in system developed at St George's Hospital Emergency Department.

Patients check-in by scanning a QR code. They complete a simple smartphone clerking questionnaire and can see their accurate waiting time on their smartphone and on TV screens across the waiting room.

Clerking information is sent instantly to the electronic patient record and is immediately accessible by clinicians. Patientcheck.in makes life easier for clinicians and patients. It significantly reduces the clinical administration workload and eliminates patient anxiety associated with unknown waiting times.

Patientcheck.in is efficient, user-friendly and cost-effective. Patientcheck.in makes the most out of waiting.



Surrey Heartlands Health and Care Partnership **Embedding the use of virtual consultations at scale and at pace across Surrey Heartlands ICS**

Following the Covid-19 outbreak, Surrey Heartlands ICS launched virtual consultations at pace and at scale to keep frontline services running safely for its 1.1million population.

Building on the success of two early adopter sites, Surrey Heartlands was at the forefront, embracing technology to revolutionise care, with clinicians seeing people in the comfort of their own homes.

Bringing together four acutes, two community providers and the county's mental health trust, the ICS worked collaboratively to successfully implement changes system-wide to achieve impressive results, with positive feedback from patients and practitioners alike and activity levels among the highest in the south east.



University Hospital of North Midlands, Midlands Partnership FT, Health2Works, Simple Shared Health and Signum Health **Smart with Your Heart**

Self-care education and telemonitoring are cornerstones of long-term condition management. Perversely educational content stems from aims to change health service outcomes rather than prioritising patient need. Monitoring physiological parameters remotely removes patient experience from self-monitoring. Both diminish the patient voice.

Our project personalised patient care by:

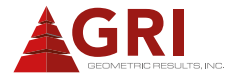
- Telemonitoring of patient's self-assessed overall health with interactive texts in language understandable to patients
- Bespoke digital library content with enhanced content driven by patient request.
- Timely, responsive patient contact to facilitate health care options activated by appropriate alert texts

This combinatorial approach, reduced all cause readmissions by 50%, reduced cost and improved patient experience.

DRIVING EFFICIENCY THROUGH TECHNOLOGY AWARD

WINNER

Partnered by



UNIVERSITY HOSPITAL OF NORTH MIDLANDS, MIDLANDS PARTNERSHIP FT, HEALTH2WORKS, SIMPLE SHARED HEALTH AND SIGNUM HEALTH SMART WITH YOUR HEART

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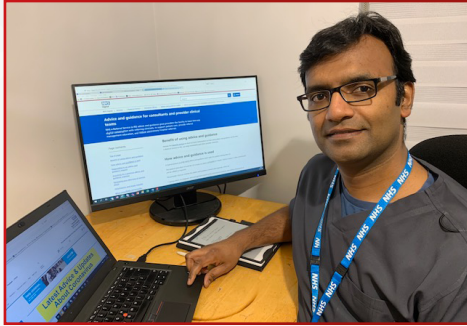
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JUDGES COMMENTS

This was a great example of a truly patient-centric project, looking at holistic needs and delivered by a passionate team. The judges said it was refreshing to see a project that is deliberately seeking to combine the use of simple technologies with non-clinical coaching to enable widespread uptake and ease of access. The winners provided clear evidence of efficiencies that had been delivered and had a very clear focus on system-wide working and engaged actively across its ICS.

DRIVING EFFICIENCY THROUGH TECHNOLOGY AWARD

HIGHLY COMMENDED



Lancashire & South Cumbria FT Advice and Guidance

"Advice and Guidance" is an electronic messaging platform that GPs can use to request rapid specialist clinical advice directly from a consultant psychiatrist. This reduces the need to refer patients into secondary care, making the patient pathway much more efficient. Originally developed as a custom-made in-house software solution by University Hospitals of Morecambe Bay NHS Foundation Trust (UHMBT), the implementation of 'Advice and Guidance' at LSCft is the first exploration of use within a mental health setting in the UK. It aims to expedite appropriate treatment for patients, whilst reducing pressure in secondary care mental health services.

JUDGES COMMENTS

This project has delivered a really useful system for enabling GPs and mental health services to connect, providing a secure route to asynchronous, auditable clinical conversations. It was clear that the system has made a real difference to clinicians and had a significant impact on clinical decision-making. The judges were impressed by the excellent evidence of spread of uptake beyond the organisation, across the wider system and nationally.

FINALISTS



East London Health & Care Partnership and FutureGov Building a digital solution for managing personal protective equipment in a pandemic: establishing best practice for COVID and beyond

During peak Covid-19 infection, hospital sites in London were asked to submit daily personal protective equipment (PPE) stock levels as part of the London-wide effort to coordinate PPE provision. Each hospital completed a spreadsheet for their entire trust, often across multiple sites, which was then emailed to the East London Health Care Partnership team to coordinate supply delivery. This data was consolidated into a master spreadsheet before it was sent to a central team for further consolidation. The process was time consuming and increased the likelihood of data input errors. We believed that a digital tool could help us overcome the time and resource burden being felt across the supply chain. This project proves how NHS organisations and partners are working together to develop creative solutions. This tool met essential PPE requirements during Covid-19, keeping our workforce and patients safe.



Imperial College Healthcare Trust Teleradiology - Improving patient care and increasing workforce resilience and capacity

Teleradiology was built through close collaboration between IT and clinical experts, and cooperative suppliers. The Imperial team have delivered an innovation which is technically safe, scalable, sustainable and replicable. The benefits clinically have been many folds too: improved access has led to increased working capacity, supporting registrars and trainees and MDTs, and enabling clinical and academic research. In their tens of thousands and counting, the patients are the main beneficiaries, especially from the emergency and inpatient pathways whose diagnostic reports were turned around significantly faster. Teleradiology made our organisation more resilient during the COVID-19 crisis.

DRIVING EFFICIENCY THROUGH TECHNOLOGY AWARD

FINALISTS



North West Ambulance Service Trust

Safecheck - Digitalising the vehicle, medicine & equipment safety checklist

SafeCheck has been developed within NWAS as a digital quality assurance platform for the vehicle, equipment and medicine checks. Previously, this had been done in books, which were costly and difficult to update.

Following 12 months of testing, evaluation and rollout, the SafeCheck system now allows staff to submit their checks electronically; significantly reducing the amount of time it takes. The system sends fault notifications to managers, so that issues can be resolved quickly. SafeCheck also provides asset management, auditing and fault reporting. Since launching, over 500,000 checks have been entered into the system.



The Royal Wolverhampton Trust

Improving patient care through the digital transformation of the critical care outreach service

Our critical care outreach team (CCOT) service operates 24/7 to provide care to deteriorating and septic patients, support critical care and tracheostomy clinics and support trust-wide teaching and training. Technology has been a core CCOT enabler: increasing digital skills; improving documentation and communication; and capturing health data to advise and facilitate service and monitor quality improvement projects.

For our patients, improvements in efficiency and service are translated to timely and continuity in care even through the pandemic; and greater opportunities to support and train staff.

Collaboration with Mela solutions has resulted in innovations being piloted, developed and shared across organisations.



St George's University Hospitals FT

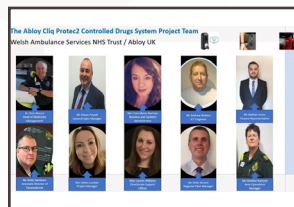
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Welsh Ambulance Services Trust

Abloy Protec2 Cliq Controlled Drugs System

Since the introduction of the use of morphine sulphate by Paramedics in 2007, the Trust has operated a system of vehicle based Controlled Drugs safes.

To improve our existing measures, we invested and implemented the Abloy Protec2 Cliq system. It deploys a number of components which combine to provide a secure and auditable system for security. The system combines high security mechanical locks, supported by microelectronics. Over 1200 Paramedics have been provided with a personal issue uniquely identified key, which when activated, provides time limited access to the vehicle safe. Keys are activated by a wall-mounted Programming Device which are installed at 86 ambulance stations across Wales.

CATEGORY PARTNER



To find out more information about GRI, please refer to page 4.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

WINNER



LEEDS COMMUNITY HEALTHCARE TRUST FREEDOM TO SPEAK UP WORK

Leeds Community Healthcare NHS Trust is creating a culture of Speaking, Listening and Following Up. We have Trust wide engagement for:

- Speaking Up is a Practice Not a Position - a number of Speaking Up portals in the organisation (HR, FTSUG, BAME Speaking Up Champions. Speaking Up Champion for women, staffside, anonymous Ask the CEO)
- A special commitment and work to hearing the voices of staff who may be marginalised such as BAME colleagues, staff who shield etc
- A programme of pastoral emotional support for every staff member who speaks up
- A special focus on leadership supporting managers to hear and hold concerns

JUDGES COMMENTS

The judges felt that Leeds Community Healthcare Trust gave an authentic representation of freedom to speak up that is embedded within the life-blood of an organisation. The team is working beyond organisational boundaries and engaging with, and supporting, a range of organisations within their geographic footprint – an approach that will promote a consistent and integrated system that will enable freedom to speak up to flourish. This entry demonstrated leadership from the top and a caring approach throughout that ensures those who face the most barriers to speaking up are listened to and supported.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

HIGHLY COMMENDED



Northamptonshire Healthcare FT

Freedom to Speak Up: Key to Keeping Everyone Safe

Freedom to speak up is central to NHFT's vision and culture of delivering outstanding, compassionate care. We have worked hard to create psychological safety for all of our workers to ensure they know how to speak up and feel safe to do so, knowing it will be valued. Through the work of our network of 33 champions, we have focused on being proactive in triangulating data and learning and ensuring we share with others at a local, regional and national level.

JUDGES COMMENTS

The judges felt that a comprehensive approach to Freedom to Speak Up (FTSU) was demonstrated. The panel particularly noted the evidence of senior-level buy-in, the extensive and professional use of data, and appreciated the case-studies that were presented. Other organisations could learn from this and it would be helpful to see how even stronger connections to improved patient safety could be demonstrated. There was evidence of engagement with the FTSU guardian network and the beginnings of influencing FTSU development at the STP level.

FINALISTS

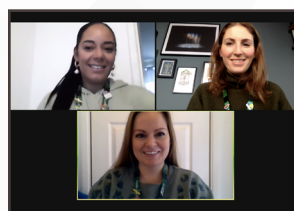


Cambridgeshire and Peterborough FT Freedom to Speak Up: Integration and Innovations Through Collaborative Leadership and Development

CPFT have embedded the Freedom to Speak Up principles within the Trust core strategies and values which are threaded throughout the organisational governance framework.

The Speaking Up principles have created foundations for us to make significant and innovative Trust-wide changes, using a collaborative approach based on best practice.

The collaborative approach and ownership of the FTSU agenda continues to drive developments in the Trust to further improve organisational culture, staff experience and patient care. We are proud of the evidence of FTSU achievements, best practice and engagement at Trust, local, regional and national levels.



London Ambulance Service Trust Embedding a trust-wide Freedom to Speak Up culture

The London Ambulance Service (LAS) Freedom to Speak up team want to take you on a journey

to showcase the extensive work that we have done to embed a speaking up culture across the trust.

Having a mobile workforce at approximately 75 sites has come with a multitude of challenges. Despite this, we continue to implement this culture change so that speaking up is as much a part of working, as caring for our patients is. You will see from our presentation that 'everyone is involved, everyone is speaking up, and everyone is heard in the LAS.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

FINALISTS



Northern Care Alliance Group FTSU Team: Embracing a FTSU model in a learning organisation

We wished to demonstrate how our FTSU model, created using QI methodology, was replicated across three separate care organisations. FTSU has been woven into strengthening a supportive and inclusive culture making it a key element of the organisational infrastructure. We embrace learning and safety in our FTSU service that feeds into the Trusts expectations to "know our own story".

The presentation highlights three unique aspects of our model which are : sustainability (peer support model, in-house training based on real case examples, investment in guardian team), how we embrace our 'peer with an ear' motto (transparency, newsletters) and data to know our own story.



South London and the Maudsley FT Speaking Up. Listening Up. Starting with Ourselves

Speaking Up, Listening Up,
Starting with Ourselves.

We will feel able to, and will,

Speak Up when things don't seem quite right at work. We will demonstrate we Listen Up by the attention we pay and the actions we take. We will always start with Ourselves. Our Vision developed through extensive ongoing engagement over a four-year period, using a number of imaginative, appreciative and fun approaches involving colleagues from the frontline to the Board.

The organisation-wide commitment to FTSU comes from the credibility and approach of both our FTSU Guardian and Coordinator. Both roles are crucial in recruiting and sustaining the network of Advocates and Ambassadors.



University Hospitals Dorset FT Speaking up at Royal Bournemouth and Christchurch Hospitals: An International Medical Graduate (IMG) experience

An IMG programme was developed following FTSU feedback that some IMGs were experiencing bullying, discrimination or exploitation, resulting in a loss of confidence, loneliness and helplessness. The programme aimed to improve equal opportunity by reducing differential attainment and by developing a supportive culture required to achieve this.

The programme promotes a network for peer support mentoring, a forum supported by our FTSU team to facilitate speaking up, as well as offering leadership and teaching opportunities. All these steps have helped to mitigate culture shock, social isolation, restoring confidence, career choices as well as supporting health and well-being.



University Hospitals of Derby and Burton FT Freedom to Speak Up Team

University Hospitals of Derby and Burton NHS Foundation Trust is a large acute Trust created in July 2018 following a merger of two legacy Trusts.

We have worked hard since the merger to ensure all voices are heard and colleagues feel safe to speak up and our FTSU team have been central to this work in supporting the growing culture of openness. We have engaged more FTSU support via Champions and a new Deputy to break down barriers in our hard to reach groups and are seeing improvements in colleagues' confidence to speak up in our workforce data.

CATEGORY PARTNER



The National Guardian's Office works to make speaking up become business as usual to effect cultural change in the NHS.

The National Guardian's Office leads, supports and trains a network of Freedom to Speak Up Guardians in England and provides challenge, learning and support to the healthcare system as a whole.

The role of Freedom to Speak Up Guardians and the National Guardian was established in 2016 as a key recommendation from Sir Robert Francis' Freedom to Speak Up Review in response to the Mid-Staffordshire scandal.

Guardians lead the culture change within their own organisations, supporting workers who wish to speak up, ensuring that they are thanked for speaking up, that the issues they raise are responded to, and making sure that they receive feedback on the actions taken as a result of them raising an issue.

There are now over 600 Freedom to Speak Up Guardians across more than 400 organisations in England in NHS Trusts and Foundation Trusts, independent sector providers, national bodies and primary care organisations. Over the last three years, Freedom to Speak Up Guardians have handled more than 35,000 cases.

NHS WORKPLACE RACE EQUALITY AWARD

WINNER

Partnered by



EAST LONDON FT

COMPASSION AND EQUALITY IN EMPLOYEE RELATIONS

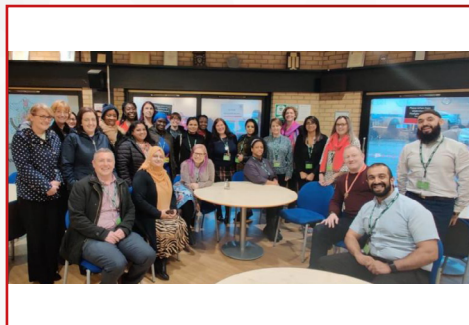
Staff experience is one of the 4 key pillars of East London Foundation Trust's (ELFT) strategy. There is a dedicated staff experience team and the topic holds a strategic seat with the board. However, despite these successes, in 2019 ELFT had a disproportionately high number of staff suspensions and work to do on the WRES key indicator 'relative likelihood of BAME colleagues entering a disciplinary procedure'. This multi-pronged and impactful project set out to address the experience of staff, and particularly minority groups, when work life is not going so well and something has gone wrong at work.

JUDGES COMMENTS

The judges felt that this was a fantastic example of genuine innovative thinking. By bringing service users into the disciplinary discussions, they have managed to welcome an entirely new perspective with great results. By focussing on compassion and seeking the views of those who had been through the disciplinary process in the past, the trust was able to genuinely break new ground in employee relations.

NHS WORKPLACE RACE EQUALITY AWARD

HIGHLY COMMENDED



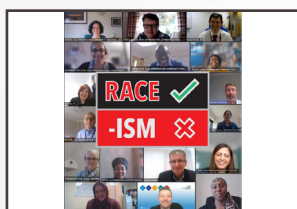
Northern Care Alliance Group Greater Manchester Public Sector Race Equality Programme

The Race Equality Change Agents Programme crowd sourced over 30 change projects aimed at reducing racial workforce inequalities across the Public Sector. Delegates on the course participate in academic programme over 6 months looking at three modules covering: What inequalities, Why inequalities and enabling change. We have a mix of leading academics and EDI Professionals delivering the content across each module. For the final 6 months delegates are given EDI specific coaching to support them in delivering their change idea. Alongside the change projects we are evaluating the impact based on system wide data and aims agreed by each participant

JUDGES COMMENTS

The judges felt that this approach was innovative and ambitious, taking a genuinely new method to change at scale in the NHS. It is a great example of what good system working can do and the benefits of drawing together people from a variety of disciplines and sectors. The team is breaking new ground by gathering WRES data across a broad system and embracing exciting new methodologies. The team has done well to support geographically dispersed colleagues to drive change, with a special focus on staff health and wellbeing.

FINALISTS

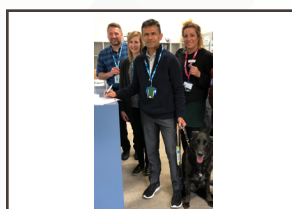


Birmingham Community Healthcare FT Building a Truly Inclusive Organisation

Achieving race equity is both an art and a science and our approach at BCHC has been to develop a

rigorous understanding of the experiences of our people and the barriers which constrain them to a place which does not offer access, experience or reward which is just, fair or equitable. The data driven approach to equity coupled with centring the experiences of BME colleagues, has resulted in a system which fuels a persistent disruption and deconstruction of racism in our structures.

Leading with cultural intelligence, competence and safety whilst building a body of knowledge and strategic capabilities in race equality will enable everyone to make equity a reality



Leicestershire Partnership Trust Champions of Race Equality

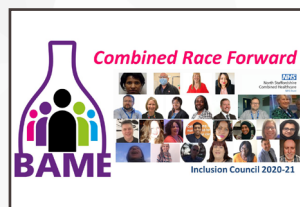
LPT has demonstrated strong leadership and boldness in embracing the Race Equality Workforce agenda particularly over the past 18 months and have

stepped up during the pandemic. The CEO Angela Hillary issued an open letter in June 2020, in response to BLM, stating commitment to creating an anti-racist organisation. We have seen demonstrable progress in recruitment, progression, engagement and culture change for BAME staff at LPT.

Since the submission we have gone even further and commenced work to consolidate and further embed these changes through our "Together Against Racism" work led by the CEO and involving senior colleagues working in OD, HR, Chairs of the BAME network, EDI and Communications.

NHS WORKPLACE RACE EQUALITY AWARD

FINALISTS



North Staffordshire Combined Healthcare Trust Combined Race Forward

Our small Trust has BIG ambition. We're 'going for GOLD' when it comes to growing our inclusive culture - system-wide! A culture

where BAME colleagues are included, valued, supported and developed – and they truly feel it! In just 2 years, we've made great strides. Recent progress includes:-

- Inspired over 100 system leaders in 'Let's Talk About Race' Winter Inclusion School, November 2020
- Appointed 41% BAME preceptee nurses (10 of 24) - local area 7.6% BAME
- Committed Executive Team (38% BAME) leading system-wide inclusion culture
- Reporting of racist incidents against staff DOUBLED in 2 consecutive years



Portsmouth Hospitals University Trust Beyond Boundaries: A Black and Minority Ethnic Staff Development Programme

The 'Beyond Boundaries' programme, co-created with BME

staff in 2019, aims to develop skills, knowledge and confidence of participants and build an inclusive talent pipeline for the future. The programme, sponsored by the Chief Executive, has several senior leaders involved in its delivery. Participants can build networks and explore their leadership style through a structured programme including; action learning sets and reverse mentoring. Since its introduction demonstrable improvements are evident within the Workforce Race Equality Standard, the National Staff Survey results and an improved CQC rating of Good. In addition, 26% of participants have gone on to develop their careers.



Rotherham, Doncaster and South Humber FT Developing, Promoting and Implementing Equality Diversity and Inclusion 'The RDaSHWay'

RDaSH recognises the importance in achieving parity in racial equality

for its Black Asian and Minority Ethnic Staff and the impact this will have on the health, well-being and life chances of staff and patient outcomes. Focusing on the WRES has enabled RDaSH to make significant strides in transforming the way we work.

Our WRES Expert facilitated a deep dive of our data then collaboratively co-produced an action plan identifying the requirements to enable change. It is our belief that improving racial equality takes a multi-faceted collective approach therefore our project was aimed at embedding the WRES at different levels of the organisation using numerous targeted approaches.



The Newcastle upon Tyne Hospitals FT Refocus to Achieve

#FlourishAtNewcastleHospitals is key to enabling all staff to bring their whole selves to work, to feel valued, have a voice and a real

sense of belonging to the Trust and the NHS family. In order to achieve this we recognise the importance of the workplace being diverse and truly inclusive.

Talking about race equality remains much harder than it should be across society and within the NHS. The measures we have introduced have been multifactorial with the aim of increasing engagement, increasing belonging and providing 'ownership'. BAME colleagues have played an active and significant role in achieving change.

CATEGORY PARTNER



NHS England and NHS Improvement

Research and evidence strongly suggest that less favourable treatment of black and minority ethnic (BME) staff in the NHS has significant impact on the efficient and effective running of the NHS, and critically, on the quality of care received by all patients.

Since 2015, the Workforce Race Equality Standard (WRES) requires NHS organisations, who together employ 1.4 million strong people, to demonstrate progress against nine indicators of workforce race equality.

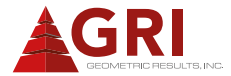
The WRES highlights differences between the representation, experience and treatment of white and BME staff in the NHS. It helps organisations to focus on where they are right now on this agenda, where they need to be, and how they can get there.

Some NHS organisations are beginning to see continuous improvements in this area – this is reflected in, amongst other metrics, their annual WRES data. It is important that organisations demonstrating continuous improvements are celebrated for their ongoing achievements, and their good practice shared.

STAFF ENGAGEMENT AWARD

WINNER

Partnered by



ALDER HEY CHILDREN'S FT FLOURISHING IN ADVERSITY: A SHOWCASE OF STAFF ENGAGEMENT AT INDIVIDUAL, DEPARTMENTAL, DIVISIONAL, AND TRUST LEVEL IN AND AROUND TIMES OF CRISIS

Our ambition for staff engagement at Alder Hey was to implement organic ideas for all staff to thrive and heal. Core trust values of openness and together, underpin our compassionate initiatives that through involvement put staff stories at their heart. These include our new Staff Advice and Liaison Service (SALS), online Team Time storytelling, Ground Truth feedback tools, and our in-house Strong Foundations leadership programme. Staff feedback, actions and outcomes indicate the value of these initiatives. Through internal growth, we've had external reach that has spread regionally and nationally. We can't wait to share our story with you.

JUDGES COMMENTS

The judges said the winner's enthusiasm and passion was evident and they demonstrated a very person centred approach with good levels of sharing across the systems. It was refreshing to see the improvements grow organically within the organisation which has contributed to large increases in staff recommending Alder Hey as a place to work. The creation of SALS (like PALS) has proven to be a good creative initiative for staff support.



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STAFF ENGAGEMENT AWARD

HIGHLY COMMENDED



Northumbria Healthcare FT Towards happy, healthy and productive teams - Northumbria's Staff Experience Programme

The urgent need to build a healthier, happier, more inclusive and compassionate culture within the NHS has been well documented (NHS People's Plan, 2020). We know that improving NHS staff experience is of crucial importance, and is inextricably linked to the quality of care that patients receive. Northumbria Healthcare has invested in the health and wellbeing of its staff by developing an integrated and responsive staff experience programme.

This work has been a driving force behind positive change within our organisation and has evidenced statistically significant gains in staff engagement, evidenced in local and national measurement programmes, within 18 months

JUDGES COMMENTS

The judges said the passion from the leaders was evident and they showcased a strong use of evidence based and use of literature to influence direction. The team delivered good discussions on partnership working and improvements owned by staff. Incremental and sustainable change was demonstrated and there is a focus on equality and diversity.

FINALISTS



Barts Health Trust and Y Lab, Wales Barts Shielders

Barts Shielders is an engagement initiative focused on, and run by clinically vulnerable staff. It is co-produced, meaning

- Shielders are recognised to have assets
- Reciprocity and mutuality are key features
- Peer and personal networks are enhanced
- We are change agents in our trust
- Barriers were reduced – both to services, and ways to engage

We connect shielding staff to each other, the Trust, and key experts during the isolation of lockdown. Through virtual facilitated spaces, shielders surfaced issues of concern, influenced trust plans, and took action offering peer-support, exchanging ideas, experiences and information to enhance staff experience of the pandemic



Bradford District Care FT The Care Trust Way

The Care Trust Way (CTW) is still in its infancy at BDCT and while COVID has taken its toll and many none essential activities throughout the NHS have

been stood down, our approach to building a culture of continuous improvement, innovation and growth has gone from strength to strength.

At its very core the CTW recognises the importance of being in a relationship with its staff. It has successfully created a culture with co-production, service quality and staff satisfaction at its core.

Staff survey response rates have swelled. Encouraging feedback and improvement events are customary. With an ethos of inclusivity, engagement and investment - in all our staff - the CTW continues to embody a positive, open attitude, for our service users, system partners and the wider health system.

STAFF ENGAGEMENT AWARD

FINALISTS



Bristol, North Somerset and South Gloucestershire CCG **Establishing a targeted, comprehensive wellbeing programme during COVID-19**

Our wellbeing programme was created, developed and delivered

with staff in mind. An insights-driven approach was at the heart of the programme, and the team ensured constant two-way communication between staff and the organisation.

Engagement with the programme started high and improved throughout, and the team were able to track staff feeling, target support where it was most needed, and see concerns decreasing as the programme developed. Using staff insights and engagement to shape the wellbeing offer resulted in comprehensive and relevant support, enabling staff to look after themselves and bring their best work to the system Covid response.



Clinical Research Network West Midlands **Staff Wellbeing Initiative**

We are committed to promoting a holistic and sustainable approach to wellbeing, but appreciate that a 'one size fits all' approach is unlikely to succeed.

Key to delivering a better working environment is our Wellbeing programme, developed as a result of a staff listening exercise. Wellbeing is a multifaceted concept encompassing the whole person and is concerned with physical, emotional and psychological wellness. Our Wellbeing Pick and Mix is a suite of initiatives designed to benefit all staff with a range of opportunities that suit their personal needs, learning styles and work/life arrangements - helping them manage their own wellbeing.



Devon CCG **Devon Digital Accelerator Project**

One of the key aims of the Devon Digital Accelerator (DDA) Project was to create a change capable workforce by empowering

staff to learn, succeed, fail and share in a psychologically safe environment.

We set out to resolve two core issues: a shortage of doctors resulting in long waiting times for patients, high stress levels for staff, and a lack of staff confidence in digital programs and technologies.

On the face of it the DDA is a digital project- but what has always been at its heart is people- and an ambition to create a change capable workforce – now and for the future.



Sherwood Forest Hospitals FT **Sherwood: A Great Place to Work; A Great Place to Thrive**

Our incredible cultural journey over the last three years and our ambition for the future is something we are extremely passionate and proud of.

We are a team that actively learns from others and we believe we have a strong story to tell in how we have placed our CARE Values and the culture of the organisation at the heart of everything we do. This is largely driven by how we engage with each other, how we develop people to do a good job, to live well and how we encourage and support colleagues to speak up.

CATEGORY PARTNER



To find out more information about GRI, please refer to page 4.

WORKFORCE INITIATIVE OF THE YEAR

WINNER

Partnered by
 **NHS Employers**
Part of the NHS Confederation



KING'S COLLEGE HOSPITAL FT COVID-19 STAFF SUPPORT AND WELLBEING PROGRAMME

Kings College Hospital (KCH) were successful in rapidly implementing a whole hospital staff wellbeing response bringing together multiple disciplines to proactively manage the impact of Covid-19 on the 14,000-person workforce. There was an overwhelmingly positive response to the programme exemplified in staff feedback: "This is the first time I have felt supported while working in the NHS" and "The initial surge of COVID-19 felt like staff wellbeing was a true priority." The programme has been embedded and sustained by KCH and ultimately has benefited our patients and carers in the quality of care they are receiving.

JUDGES COMMENTS

The judges felt that this was an initiative which perfectly met the criteria of this category in terms of innovation in workforce development. The programme had been initiated at speed – but had taken a holistic, long term, strategic approach to the impact of the pandemic on the workforce. The judges were impressed by the clinical leadership of the team overseeing the work – linked closely to the HR, organisational development and occupational health functions. Most significantly, the initiative was evidence based, had demonstrably led to behavioural and cultural change across the organisation – and was potentially replicable within other organisations. Congratulations to the team!

WORKFORCE INITIATIVE OF THE YEAR

HIGHLY COMMENDED



West Yorkshire and Harrogate Health and Care Partnership Working Carers Passport Initiative

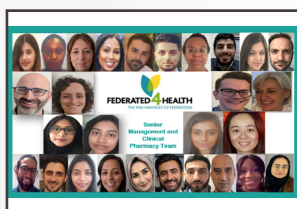
Our ambition was to harness the NHS's greatest strength, its people. 1 in 5 of our workforce are currently balancing working and caring responsibilities, we want to ensure that working carers feel more supported, valued and listened to.

West Yorkshire Association of Acute Trusts (WYAAT) Workforce Programme and West Yorkshire and Harrogate Care Partnership (WY & H HCP) along with the mental health trusts have introduced a flexible working arrangement known as 'the working carers' passport'. This enables the organisation to maintain staff retention, reduce unplanned absenteeism and to retain the skills they need whilst improving staff morale and loyalty.

JUDGES COMMENTS

The judges said this was a fantastic example of a system identifying an often unseen part of our workforce – namely, working carers –and then developing an initiative to support that group. They were impressed with the passion and commitment of the team driving this work, the exemplary leadership to share this work regionally and nationally, and the benefits this initiative can bring for all.

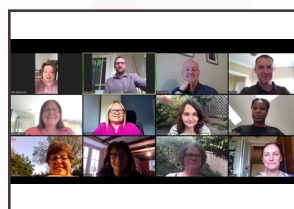
FINALISTS



Federated4Health - Pan Haringey GP Federation Clinical Pharmacy Team

Clinical Pharmacists have been identified as an integral part of the primary care workforce. In Haringey, we have successfully

embedded thirty Clinical Pharmacists across 36 general practices over two years. A key factor in the success of primary care networks has been the development of workforce at scale. A centralised model supports better integration of new CPs. High staff satisfaction and retention is a testament to this. Training and development has resulted in increased productivity and improved quality of patient care. Our data driven and outcomes based approach ensures we are best placed to deliver on the NHS long term plan.



Frimley Health and Care ICS Frimley ICS System Workforce Bureau (SWB): A whole-system partnership approach to workforce sustainability and service delivery during the COVID-19 pandemic

The Frimley ICS System Workforce Bureau (SWB) was established within a week to facilitate joined up, efficient, system-level decision-making on workforce resource. This ensured the collective burden was shared, adequate staffing could be provided and service delivery could be maintained as demand increased. By early June, and at the time of initially entering this award, the SWB had allocated 326 staff members to organisations across the ICS based on system-wide, data-informed need.

More recently the SWB was instrumental in the workforce response for the Mass Vaccination programme bringing an additional 1000+ people into the system.

WORKFORCE INITIATIVE OF THE YEAR

FINALISTS



Lewisham and Greenwich Trust **Respect and compassion** **programme**

Our respect and compassion programme was set up in 2019 and is led by our Chief Executive, reporting to an external oversight group. Work has included:

- Providing a values-based one-day training workshop to over 3,800 leaders in the Trust
- Appointing 150 staff wellbeing champions and 30 mental health first aiders
- Becoming the second Trust in the country to achieve accreditation for flexible working
- Increasing the number of staff in senior roles from black, Asian and minority ethnic backgrounds
- Appointing an independent speaking up service
- Reducing vacancy rates to under 8% (from a high of 17.5% in 2018).



National Guardian's Office **Freedom to Speak Up in the** **NHS**

Speaking up saves lives. Everyone working in healthcare should feel safe to speak up with the confidence that they will be

listened to and supported. This entry by the National Guardian's Office on behalf of the NHS, celebrates the courage of tens of thousands of workers who have spoken up, the dedication of Freedom to Speak Up Guardians across England, and the leadership of those who have listened and acted.

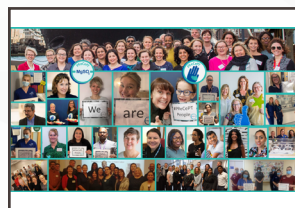
Arising from the tragic events at Mid Staffs, Freedom to Speak Up has grown into an unstoppable social movement to improve the culture of the NHS and keep patients safe.



Tollgate Medical Centre, **Newham CCG** **Total Online Triage**

Adopting best practice, and involving the whole practice team, Tollgate Medical Centre worked to create an innovative appointment system to improve the working days of their staff. This markedly improved patient access, and transformed the GPs day-to-day experience with new flexibility to their days. This was further developed for other clinical members of the team, plus for administrative staff by utilising telephony resources, breaking down traditional barriers to working in primary care.

NHS Digital publicised Tollgate's plan, increasing spread, and the Prime Minister recognised the hard work and success by Tollgate Medical Centre by attending the practice to thank them.



University Hospitals Bristol and **Weston FT, West of England** **AHSN, NIHR ARC West and The** **AHSN Network** **PRCePT - Prevention of** **cerebral palsy in pre-term** **labour**

PRCePT is a meaningful partnership of patients, clinicians, quality improvement coaches and academics who have collaborated successfully to reduce cerebral palsy and improve the life chances of preterm babies across the nation.

The PReCePT quality improvement intervention has been implemented in all maternity units in England, using innovative methods to train and enable perinatal teams to give magnesium sulphate to mothers in preterm labour to protect the baby's brain.

PRCePT has transformed maternity and neonatal clinical team-working, focused on improving national outcomes after preterm birth and changed the culture of care to eliminate preventable health inequalities in the tiniest babies.

CATEGORY PARTNER



NHS Employers is the employers' organisation for the NHS in England. We help employers to develop a sustainable workforce, improve staff experience and be the best employers they can be. Our practical resources and expert insights help make sense of current and emerging healthcare issues, to keep employers up to date with the latest thinking and ensure they are informed and equipped to support the NHS workforce.

We generate opportunities to network and share knowledge and we actively seek the views of workforce leaders to make sure their voice is front and centre of health policy and practice.

We also lead the national collective relationships with trade unions on behalf of the NHS and the Secretary of State for Health and Social Care.

SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

WINNER



WEST YORKSHIRE AND HARROGATE HEALTH AND CARE PARTNERSHIP

AMBITION TO ACTION: INCREASING OUR LEADERSHIP DIVERSITY

Our relentless focus on increasing the diversity of our leadership to better serve our communities in West Yorkshire has proceeded at pace during the pandemic with delivery of a senior leadership programme, senior appointments having a BAME interview panel member, bespoke communications campaigns and health and wellbeing resources and BAME colleagues embedded in decision making structures. Our BAME network members ensure learning is reflected in local plans, and ideas for scale and spread are fed into the partnership. This is leading to powerful and visible improvements in decision making, feelings of belonging and development of future senior leaders.

JUDGES COMMENTS

The initiative was able to deliver and galvanise change at speed. The winners highlighted the passion involved in bringing the whole systems together to progress in a very complex agenda, given the number of barriers and the systemic issues resisting change. The judges noted that the team was able to leverage and build on systems that currently exist, both within the NHS and non-NHS organisations. This work has allowed a broader perspective and a better response to Covid.



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SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

HIGHLY COMMENDED



South West London CCG (Croydon), Croydon Council, Croydon Health Services Trust, South London and Maudsley Trust, Age UK Croydon and Croydon GP Collaborative One Croydon Alliance

The One Croydon Alliance brings together six organisations, with a single ambition to work as one to improve health and care outcomes, through integration and the removal of organisational barriers.

Our journey began with a focus to tackle the challenges of an aging population. Its success led to extending the Alliance ambition for the whole population. We are seeing benefits across the board.

We want to share our learning to date from a journey that began five years ago and show that wide scale system change can happen and truly help improve outcomes.

JUDGES COMMENTS

The initiative from a single surgery at the onset to a vertically integrated model demonstrated the really strong partnership approach, based on a re-design of the system. The judges noted the single governance approach and the ability to manage structural changes, whilst maintaining and improving delivery of care. A positive element was also recognising the diverse health inequalities that exist and the approach to addressing it. The team also demonstrated tangible reduction in the levels of admissions and length of stay.

FINALISTS



Black Country and West Birmingham CCGs – comprising of Sandwell and West Birmingham CCG, Wolverhampton CCG, Dudley CCG and Walsall CCG A system wide response to protect Care homes during COVID-19

Algorithms, processes and pathways were developed with the intention of setting the expected standard and response necessary to support care home staff and protect vulnerable residents residing in care homes. Implementation required some local variation, but the system proactively worked together to support and protect care home residents and staff ahead of national guidance and response.

Since our submission we have kept focussed on delivering our ambitions and enhanced the system support effort to care homes by strengthening the virtual infrastructure for learning via the care home App, blended training programmes and multiagency wrap around support for residents and staff."



Healthier Lancashire and South Cumbria Integrated Care System Suicide Prevention Programme

Lancashire and South Cumbria ICS system has made suicide prevention everyone's

business. Our aim is to reduce suicide/ self-harm rates. We are an intelligence led system, following the introduction of our Real Time surveillance suicide system, effectively targeting areas of high risk in a timely manner and proactively communicate to high-risk communities with key suicide prevention messages. This has resulted in a reduction of suicides over the last 12 months.

To date, we have trained over 4000 people in suicide prevention and self-harm, creating a community of orange button wearers, who are not afraid of saying/ using the word suicide.

SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

FINALISTS



Norfolk and Waveney Health and Care Partnership **Norfolk & Waveney ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) Implementation**

This ambitious initiative, set out to improve communication of resuscitation and emergency treatment decisions across a large and complex healthcare economy; covering five localities and two counties.

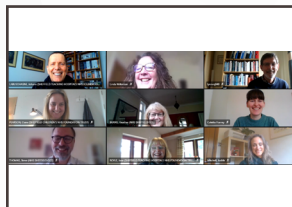
The working group brought together stakeholders from acute, community, primary care, mental health, patient representatives, the ambulance service, social care and the Voluntary and Community Sector. In partnership, the group worked closely, sharing staff, resources and materials, to prepare for a scheduled 'big bang' launch on the 18th March 2020. This preparation, and the commitment from the partnership, enabled the launch to go ahead despite significant challenges from the pandemic.



Sheffield CCG, Primary Care Sheffield, Sheffield Children's FT, Sheffield City Council, Sheffield Teaching Hospitals FT **Sheffield Health and Care Covid-19 Testing Service**

At the start of the covid-19 pandemic, in advance of any national testing programmes being available, the Sheffield area recognised the need for, and benefit of, a local testing solution. A number of health and care organisations within the city, including the CCG, Primary Care Sheffield (a city-wide GP federation owned by all practices in the city), Sheffield City Council, Sheffield Children's Hospital, Sheffield Health and Social Care Trust and Sheffield Teaching Hospitals, came together to develop a local testing service.

The team is multi-professional and includes GPs, Nurses, Secondary Care Consultants, Public Health Consultants, Project Managers, Operational Managers, Administrators, Data Analysts and other Service Specialists. The collaborative and dynamic approach to decision making helped Sheffield become one of the first cities in the UK to provide COVID-19 testing and helped pave the way for other testing programmes through its open approach to sharing experiences and learning.



Sheffield CCG, Sheffield Health and Social Care FT, Sheffield Teaching Hospitals FT, Sheffield Children's FT, Sheffield Mind, Sheffield Flourish, Mental Health VCSE, Saffron, Share Psychotherapy, SEYDA, Sheffield Public Health and Sheffield University **Sheffield Psychology Board: The Art of the Possible**

The Sheffield population required a more holistic and targeted approach in order to reach people beyond those already engaged in the health system. The board worked with incident command structures: community services alongside voluntary sector, public health professionals, health commissioners and education providers.

Using this platform to promote integration across mental and physical health services in order to improve cooperation, reduce duplication, and promote opportunities for cross sector collaboration to support psychological needs in our city. It did research at the beginning of the pandemic to find out how the new challenges were impacting on people in the city, it then used this information to target specific groups and produce tailored materials.



West of England AHSN and members in Gloucestershire, Bristol, North Somerset and South Gloucestershire **Implementation and spread of ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) across the West of England system**

ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) was implemented across the West of England in October 2019, following 18 months of stakeholder engagement and collaboration around the difficult subject of end of life planning. The implementation of ReSPECT is an example of local efforts coming together in a coordinated way across organisational and geographical boundaries to build a sustainable, system-wide process for better patient care.

ReSPECT was a key part of the region's response to COVID-19; with a well-established process for end of life conversations, increased demand for effective palliative care was met without additional strain on staff.

PATIENT SAFETY AWARD

WINNER



CAMBRIDGESHIRE AND PETERBOROUGH FT ABOLISHING RESTRICTIVE INTERVENTIONS AT SPRINGBANK WARD, SPECIALIST PERSONALITY DISORDER UNIT

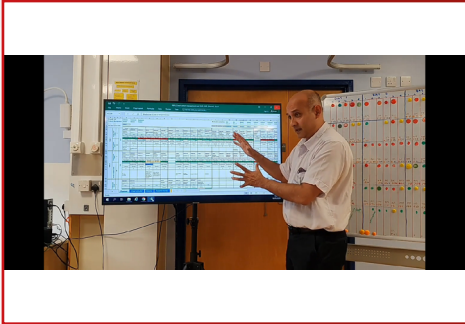
Springbank ward is the only specialist personality disorder unit of its kind in the NHS. It cares for women at extremely high risk of suicide. Physical restraints and incidents were up to 10 times higher than those in acute psychiatric units. The aim of this project was to reduce the use of restrictive interventions and incidents whilst improving the safety and satisfaction of our patients. We achieved a 95% reduction in incidents involving physical restraint and a 65% reduction in incidents, which has been maintained for over 5 years. We have shared our results and trained others in our approach.

JUDGES COMMENTS

The judges felt that the applicants delivered a well-balanced presentation with powerful data to demonstrate impact. The ambition of the project was clear with excellent outcomes for both patients and staff. The patient's voice was clearly heard through the use of co-production and direct impact on the service user featured during the presentation. Despite the risk involved, the team pushed forward with this improvement work, resulting in significant patient benefit.

PATIENT SAFETY AWARD

HIGHLY COMMENDED



Croydon Health Services Trust

The Development of PATIENTEER COVID software to improve patient safety, efficiency, and outcomes.

Our entry highlights a collaboration between a Respiratory team and an IT company that rapidly led to the development of cutting edge software that helped our trust in the fight against COVID. Back in March there was an urgent need to efficiently cohort patients with suspected or confirmed COVID disease. At a time of workforce shortages and suboptimal skill mix on wards, a system which helped rapidly identify deteriorating patients was also needed. This software is being embedded into normal practice at our Trust. Potentially PATIENTEER software could help the NHS improve patient safety and efficiency during and post COVID.

JUDGES COMMENTS

The judges were incredibly impressed with the level of innovation identified through the presentation. The link with patient safety and improvement in this area was very clear throughout the presentation. There was clear opportunity for use of this innovation across hospital and community boundaries – this was acknowledged and was in the early stages of development.

FINALISTS



Coventry and Rugby CCG and Warwickshire North CCG Geographical Host Policy

Things didn't go to plan within an independent provider operating in our CCGs patch and we had no contracts with the provider. We

took responsibility for oversight of the quality to make sure that patients' safety and wellbeing were at the forefront of decision making. This illustrated a quality surveillance gap, we developed the Geographical Host Policy noting the patient is at the heart of what we do.

We aspire to the highest standards of excellence and professionalism, demonstrating the NHS working across organisational boundaries, in partnership with stakeholders, in the interest of patients, local communities and the population.



North Bristol Trust The Reduce Project - A collaborative quality improvement initiative to prevent and manage haemorrhage during childbirth

Major obstetric haemorrhage affects almost 1 in 10 women during childbirth and can cause considerable adverse physical and psychological effects. The multi-professional 'Reduce' team, supported by the Maternity and Neonatal Safety Improvement Programme, led an initiative that sought to understand underlying factors, reduce the incidence of obstetric haemorrhage and improve maternal experience.

The team achieved a high level of staff engagement and worked alongside women with lived experience, ensuring that the changes made would deliver sustained improvement.

The project achieved a 30% reduction in haemorrhage rates and the team have shared their learning with other centres nationally.

PATIENT SAFETY AWARD

FINALISTS



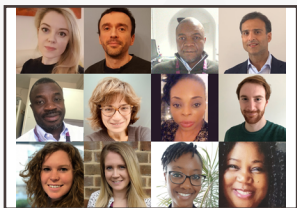
Royal Surrey FT **Covid CPAP Service**

Covid 19 has been a challenge for the NHS throughout the past year, particularly for intensive care and respiratory departments.

The CPAP Covid Physiotherapy

Service at the Royal Surrey NHS Foundation Trust enabled hundreds of staff members to be taught how to administer CPAP safely to patients, without the need for intensive care. This allowed patients to remain alert, conscious and mobile during their hospital stay whilst improving their survivability and functional outcomes.

There is now a newly built unit for CPAP, equipped with additional, modern machines and supported by our Covid CPAP Physiotherapists for staff training and patient care.



South London and the **Maudsley FT and Oxehealth** **Improving safety in seclusion** **with non contact technology**

When a patient with a severe mental illness is unwell and requiring mental health seclusion,

it can be difficult for them to express concerns related to their physical health and it can be challenging for staff to safely monitor their vital signs.

This innovative project used non-contact technology to improve the safety and care of these patients by enabling a 12.3-fold increase in the number of available vital sign measurements thereby allowing earlier and more responsive management of the clinically deteriorating patient. It also promoted therapeutic rest, improved relational engagement and was positively viewed by patients, carers and staff members.



Southern Health and Social Care **Trust** **Southern Trust OPAT service**

In April 2019, the Southern Health and Social Care Trust Outpatient Parenteral Antimicrobial Therapy (OPAT) service was reformed with

the establishment of a Multidisciplinary Team. This team included Infectious Diseases Consultants/Medical Microbiologists, Intravenous (IV) nurse coordinators and prescribing antimicrobial pharmacists. Prior to this IV treatment was organised by the nurse coordinator with minimal input from microbiology or pharmacy.

This reformed team has improved patient safety by increasing the number of patients treated in their own home. It has also increased successful outcomes by 10% and decreased overall antibiotic use by 12.5%; benefiting patients now and protecting antibiotics for future generations.



The Mid Yorkshire Hospitals **Trust** **Assistant Quality and Safety** **Educator Project**

The Trust's Quality and Safety Team devised a plan to improve the quality of care for our

patients; the trust knew we had a knowledge gap in frontline staff which was a barrier to optimising the quality of care. The team created a new team to delivered bespoke, essential in-situ education on their ward whilst still caring for patients.

The work we do result in; reduced patient safety incidents, increase patient experience, increased staff confidence and financial savings for the trust. It has huge potential for NHS roll out to keep our patients safety and empower our staff

ENVIRONMENTAL SUSTAINABILITY AWARD

WINNER

Partnered by

AstraZeneca 



SANDWELL AND WEST BIRMINGHAM HOSPITALS TRUST PROVIDING HEALTHCARE THAT WON'T COST THE EARTH

SWB NHS Trust is committed to leading in sustainability excellence and providing a fantastic legacy for the local population in terms of social, economic and green regeneration.

The Trust has worked hard to sustain a high level of sustainability excellence and aspires to excel this. We have developed ambitious plans to reach net carbon zero prior ahead of 2040 for our energy related activities and will work to widen our efforts to improve direct and indirect sustainability and carbon performance. Critical to driving these positive impacts is developing clear sustainability policies and strategies alongside engaging, supporting and motivating others to be part of our journey.

JUDGES COMMENTS

The judges were impressed with the public engagement of this entry and the ambition of the Public Health Plan and its incorporation of sustainability. They felt it went beyond the Trust's own metrics, but more importantly talked to the health outcomes of the local population and not just the current patients. Similarly, the social value focus was evident in how they involved and engaged not only their own staff but wider community stakeholders too. This was done whilst still making an 8% saving, despite growing services and outcomes.



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ENVIRONMENTAL SUSTAINABILITY AWARD

HIGHLY COMMENDED



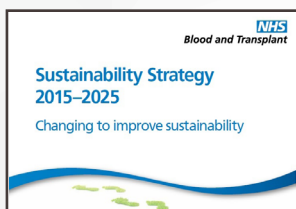
Northampton General Hospital Trust Green Steps to Sustainability

Northampton General Hospital NHS Trust has been steadily reducing its environmental impact through a series of large and small scale projects led by Teams across the Hospital. From the anaesthetists all but eliminating the most planet-damaging volatile agent, theatre staff embracing washable, named theatre hats, procurement working with ITU to introduce reusable gowns to the catering and infection prevention teams working together to remove over 1.5 million items of single use plastic over the last three years. It has been a team effort that shows that a green hospital doesn't need to cost the earth.

JUDGES COMMENTS

The judges could clearly see how the team worked with local organisations and national networks, by being imbedded in other strategies rather than just a stand-alone concept. Early engagement work was recognised with the potential of building into a bigger strategy. The service and the patient are evidently at the heart of what they are doing.

FINALISTS



NHS Blood and Transplant 2015-25 Sustainability Strategy - Changing to Improve Sustainability

NHS Blood and Transplant is deserving of winning this award, as the organisation can demonstrate

a long term, systematic approach to managing its environmental risks, within a wider sustainability framework.

NHSBT's journey commenced in 2009, with the Carbon Management Plan, through to the current strategy. At each step of the journey we have exceeded our targets. Along the journey we have identified the needs and expectations of our key stakeholders, in terms of planning and strategy and this is continuing as we develop the future strategic direction and a NET Zero approach.



NHS Business Services Authority

Our journey from paper and plastic to a cleaner, greener, more sustainable future

The NHS Business Services Authority is a growing

organisation delivering many high-volume national services for the DHSC. Many of these have traditionally been paper-based, for example where we process over a billion prescriptions every year. With over 3,000 staff across eight sites nationally, we face environmental challenges from our estate management, our service delivery to staff behaviours.

We've met these challenges through digitisation, waste reduction, making green energy choices and behaviour change through staff engagement. Last year we joined many organisations before us in declaring a climate emergency and are working toward a new goal of Net Zero by 2030.

ENVIRONMENTAL SUSTAINABILITY AWARD

FINALISTS



Northumbria Healthcare FT **Sustainability Management & Implementation Group**

Northumbria Healthcare demonstrated its desire to become a sustainable healthcare provider in 2008 when it employed

an Energy & Sustainability Officer, this was the start of the sustainability journey.

We began by changing the energy management group into a Sustainability Management Group chaired by a non-executive director with direct access to trust board a wide membership drawn from staff, governors and external partners. The sustainability team followed to develop the carbon reduction in energy, waste, travel & transport as well as high energy users. The results are achievement's that exceed national targets and winning internal staff awards. The journey continues.



Nottingham University Hospitals Trust **Team NUH the perfect climate for delivering outstanding health outcomes**

Environmental sustainability is a key global challenge. NUH has sustainability embedded at the heart of it's vision and culture

We are innovators and advocates for learning, sharing and making positive benefits, across the whole of our networks; our spread is very far reaching but always inclusive of our patients, staff, partners and neighbours.

Our catering, medicines management, travel, transport choices, digital solutions, procurement methods and agile working; all have far reaching benefits across our care network but none would have been achieved without this multi-disciplinary approach.

Why are we successful?, we always dare to achieve more and more.....



Sussex Community FT **Care Without Carbon**

Since Care Without Carbon (CWC) launched in 2014 we have worked hard to establish the meaning of sustainable healthcare, and to translate that into action to

reduce our impact on the environment. CWC is now shorthand for sustainable healthcare at Sussex Community, and is also established across our wider NHS partners.

We aim to minimise the need for healthcare through supporting prevention and self-care and at the same time we strive to minimise any negative impacts of our care provision on the environment and health. This approach ensures a truly sustainable healthcare service, practically, financially, structurally and culturally.



The Newcastle upon Tyne Hospitals FT **Declaring a Climate Emergency**

We were the first healthcare organisation in the world to declare a Climate Emergency in 2019. We've worked hard since

to embed Sustainable Healthcare in Newcastle (Shine) into our culture and published a clear vision, long-term goals and five year action plan in our Climate Emergency Strategy.

This commitment has led to action, with numerous Shine projects improving patient experience whilst reducing waste, carbon and air pollution. Keen to scale up action we have led collaborative action in our city, across our regional Integrated Care System and were a key contributory author in the 'Delivering a Net Zero NHS' report.

CATEGORY PARTNER



AstraZeneca is a global, science-led biopharmaceutical company that focuses on the discovery, development and commercialisation of prescription medicines, primarily for the treatment of diseases in three therapy areas - Oncology, Cardiovascular, Renal & Metabolism and Respiratory & Immunology. AstraZeneca operates in over 100 countries and its innovative medicines are used by millions of patients worldwide.

With its global headquarters in Cambridge, AstraZeneca operates in five different locations in the UK, where around 8,300 employees work in research and development, manufacturing, supply, sales and marketing. We supply 40 different medicines to the NHS. The UK is also an important location for AstraZeneca's clinical trials; in 2018, we undertook 201 trials in the UK, involving 376 centres and over 7,000 patients.

For more information, please visit www.astrazeneca.co.uk and follow us on Twitter at @AstraZenecaUK

NHS COMMUNICATIONS INITIATIVE OF THE YEAR

WINNER



NHS FIND YOUR PLACE

PROMOTING THE NORTH EAST AND NORTH CUMBRIA AS THE BEST PLACE TO LIVE, TRAIN AND WORK

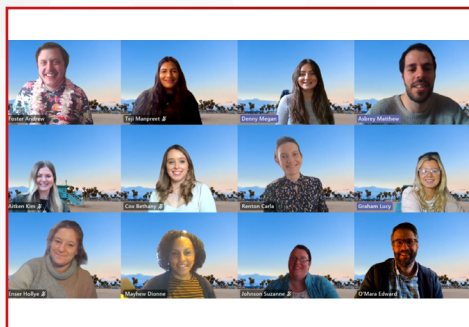
Traditionally the North East and North Cumbria has struggled to recruit enough medical trainees. In 2015, organisations in the region launched Find Your Place to promote the area as the best place to live, train and work. Since then fill rates have improved from 76% in 2015/16 to 95.6% in 2020/21. The campaign is built on insights to influence trainees to step out of their comfort zone and head north for unrivalled training and lifestyle experiences. Its bold and collaborative approach shares stories from those who have 'found their place'; proving to others what the region already knows that #itscannyupnorth!

JUDGES COMMENTS

This is a longer-term campaign with demonstrable outcomes, clearly evidencing that successful collaboration brings results. The creation of a sense of belonging and pride has been a cornerstone of this campaign's success. The judges felt that the time taken to understand the audience and secure their involvement in providing insight, helping to generate and create campaign material has truly paid dividends. Other parts of the country would do well to learn from what this campaign has achieved.

NHS COMMUNICATIONS INITIATIVE OF THE YEAR

HIGHLY COMMENDED



Northamptonshire Healthcare FT

Moving the focus from reactive to proactive: Communications and engagement COVID-19 phase 2 strategy

During the early stages of COVID-19, NHS communications was in a crisis environment, meaning that much of our communication with our staff was reactive, functional, but did not embody the values and culture of NHFT. Our COVID phase 2 Communications and engagement strategy included initiatives focussed on creating a virtual online community for staff, wellbeing and learning and development, as well as embedding mechanisms for feedback, leadership visibility and temperature-checking. This communications-led but multi-disciplinary Trust-wide approach addressed culture and two-way communications to successfully re-establish the NHFT values and identity and lay the foundations for recovery and reset.

JUDGES COMMENTS

This initiative was strongly led by the communications team. By taking a proactive role, they helped ensure the impact of Covid-19 on the organisation's culture was kept to a minimum. The communications activity and strongly supported and helped embed a sense of belonging and identity. This was supported by engaging creative material from an enthusiastic and passionate team. It is pleasing to see that the learning is already being shared across the wider NHS.

FINALISTS



Liverpool Women's Hospital FT

Ask Alice - Keeping pregnant women safe and reassured during Covid-19

The Communications Team at Liverpool Women's NHS Foundation Trust worked closely

with Consultant Obstetrician, Alice Bird to produce a series of short videos for women accessing maternity services during COVID-19.

Responding to questions from mothers to be on social media in an interactive way, Ask Alice provides reassurance to pregnant women and families at an anxious time through a friendly and knowledgeable face. Over a one month period, 16 videos were produced, receiving positive feedback for the advice and support being given as well as being featured on regional and national news, reaching a total audience of approximately 3.6 million.



Moorfields Eye Hospital FT, North Central London CCG, NHS England and NHS Improvement, in partnership with Moorfields Eye Charity and UCL Institute of Ophthalmology

Oriel Engagement and Consultation Programme

On 24 May 2019, a 16-week public consultation was launched to seek the views from as many people as possible about a proposal, known as Oriel, to move services from Moorfields Eye Hospital NHS Foundation Trust's City Road site to the St Pancras Hospital site, bringing together excellent eye care, ground-breaking research and world-leading education in ophthalmology. The trust received over 4,600 contributions from patients, staff and the public in various ways including discussion groups, emails, phone calls and the consultation survey, which generated over 1,500 responses. In February 2020, the Trust's commissioners considered and approved the proposal to create a new centre for eye care, research and education.

NHS COMMUNICATIONS INITIATIVE OF THE YEAR

FINALISTS



NHS Business Services Authority **Digital Maternity Exemption Certificate Communications Campaign**

The NHS Business Service Authority's purpose is to be a catalyst for better health. This means that we aim to positively agitate thinking across the health and care system with the intention to innovate and make long lasting improvements for patients as well as efficiencies for the wider NHS.

The digital maternity exemptions certificate communications campaign played an important role in increasing healthcare professional registrations to the digital scheme, ultimately making it easier for our users (expectant and new mums) to get their exemption certificate quicker and getting their prescriptions without delay.



North Middlesex University Hospital Trust and Tottenham Hotspur Football Club **A premier partnership - providing antenatal and women's outpatient services in Spurs Stadium**

Keeping mums-to-be safe and reassured during pregnancy in the midst of a pandemic is a team game.

In 2020, at the height of wave one of the covid-19 pandemic, we developed a world-first partnership with Tottenham Hotspur Football Club to use their state-of-the-art stadium to host antenatal and women's outpatient services, in the heart of our local community.

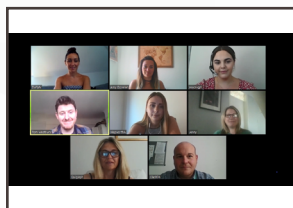
We used the news element of the partnership as foundation for extensive community outreach and engagement, quickly rebuilding confidence in our services and restoring attendance at antenatal appointments, ensuring a healthy start for pregnant women and their babies.



Sandwell and West Birmingham Hospitals Trust **Going smoke free – Finding a path through the smog**

On the 2019 NHS Birthday in 2019, Sandwell & West Birmingham Hospitals NHS Trust achieved smoke free site status across the Trust estate, the success of which was down to the extensive communications campaign that informed and engaged all staff, patients, stakeholders and the wider community.

The campaign saw Trust leaders patrolling the sites as volunteer smoking wardens, education sessions for staff on challenging smokers, the provision of alternatives including free NRT and vaping shops. Hundreds of staff and patient smokers have been supported to quit and the Trust is proud to now provide "cleaner air in our care".



Southern Health **Every Life Matters: Our suicide and self-harm prevention campaign**

'Every Life Matters' is a communications campaign, created with patient/carer input, to support Southern Health's suicide prevention strategy. It's achieved incredible results nationwide, using a collaborative system-wide approach to raise awareness of the topic.

A back-to-basics pocket-sized 'Life Card' – supported by social media, traditional media and a central website hub – resulted in millions of people benefitting from life-saving information for them or a loved one. Demand for cards exceeded all estimates, calls to key helplines demonstrably increased, and Southern Health became the best-performing NHS Trust for suicide prevention training. As one recipient explained: "The cards have actually been life savers."

SYSTEM LED SUPPORT FOR CARERS AWARD

WINNER

Partnered by



Carers Hospital Service



HSJ Awards 2020 Entry
System-led Support for Carers



DEVON COUNTY COUNCIL AND DEVON CCG TOGETHER FOR DEVON CARERS HOSPITAL SERVICE

The Together for Devon Carers Hospital Service is producing improvements in carer identification, timeliness of discharge, admission and re-admission avoidance and outcomes for carers and their families.

Bringing together the NHS, voluntary sector, and local government in equal partnership acting “outside the box” with and for carers, who as users of the service, and as ambassadors for Carer communities in Devon, are central to the design and ongoing development of the project.

Despite COVID-19 the project delivers improvements in outcomes and quality of life for many Carers and the people for whom they care as well as quantifiable system benefits.

JUDGES COMMENTS

These organisations showed extraordinary integration with the leadership of carers being critical to the work that has been achieved. There is a strong culture of trust and esteem across the system partners and their teams where carers are confident that commitments will be followed through. The programme produced outstanding health and well-being outcomes for carers and provided clear benefits to the sustainability of health and care services. It was great to hear how this work is being spread and shared with ICS localities across the country.

SYSTEM LED SUPPORT FOR CARERS AWARD

HIGHLY COMMENDED



Northamptonshire Healthcare FT and Northamptonshire Carers

Working Carers Network – Working Together To Support Working Carers

Both NHFT and our system partners recognise the wellbeing of working carers as a high priority. Our Working Carers staff network has worked closely with Northamptonshire Carers to ensure that valuable skills are not lost by supporting carers to stay in work and prioritise their wellbeing. This system approach has included innovations such as a Working Carers passport, as well as the creation of a standards framework that employers can be accredited against. Working Carers have been distinctly addressed in the county's Workplace Wellbeing Standards, which goes further than many other health and care systems in the country and is a clear demonstration of the system's commitment to this valuable group.

JUDGES COMMENTS

This entry showed definite system engagement with real ambition to grow the support model. The judges were impressed by the thought given to intersectionality between staff networks and the exemplary support for those leading the networks. The example in hard times of carers still getting a carers assessment was excellent. There was a clear sense of no-one being left behind.

FINALISTS



Lancashire & South Cumbria FT In partnership with parents – South Cumbria Children's Learning Disability and Behaviour Support Service

The South Cumbria Learning Disability and Behaviour Support

Service supports children with learning disabilities and autism, and their carers.

The service model is based on professionals and family carers with lived experience working together throughout the system, whether the carer accesses a service or jointly delivers support. This first of its kind model has been developed to give family carers parity, whilst improving the level and quality of engagement with interventions.

It provides the right support, at the right time, to help parents in understanding their child's behaviour and increase their confidence so that they're able to respond effectively to their children's needs.



Leeds Community Healthcare Trust

Working in partnership with Carers Leeds to support carers

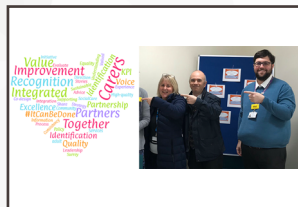
In 2018 Leeds Community Healthcare (LCH) recognised that we could be better at

supporting staff who have caring responsibilities and carers who are our patients or those who support our patients.

LCH and Carers Leeds have worked together to deliver a programme of work to recognise carers as key partners in care and to support the needs of carers who have contact with LCH as well as carers within our workforce. We believe this work demonstrates how working in partnership has led to the development of effective and sustainable systems to improve the identification of carers and signposting to support.

SYSTEM LED SUPPORT FOR CARERS AWARD

FINALISTS



Surrey Heartlands ICS and Epsom and St Helier University Hospitals Trust **Surrey Carers Quality and Partnership Approach**

Getting it right for carers has perhaps never been of greater

importance. Recognising, valuing and supporting carers requires an integrated systems approach: carers should be everyone's business. In Surrey Heartlands, that is exactly the approach we take.

Underpinned by our innovative Surrey Carers KPI, created through co-design, partners across the system are part of a consistent and sustainable approach, which is changing the culture and behaviours around supporting carers and improving quality of services and experience. Whilst the journey continues, our 'Surrey Carers Quality and Partnership Approach' demonstrates growing impact and success, which we are excited to share with you.



The Design and Learning Centre on behalf of the Kent and Medway Sustainability and Transformation Partnership **Help to Care Mobile App**

Help to Care, an innovative mobile app, was launched in May 2020 to

support carers in Kent and Medway. It is free to download and use and is designed to help people spot the signs of a problem and find the right information and advice.

The app brings together health, social care, and voluntary sector organisations to present a clear offer to carers, including what support is available to them. Help to Care was created by The Kent and Medway Sustainability and Transformation Partnership (STP) and is maintained in partnership by the NHS and local authorities in Kent and Medway.

CATEGORY PARTNER



NHS England and NHS Improvement

NHS England and NHS Improvement leads the NHS in England. We set the priorities and the direction of the NHS and encourage and inform national debate to improve health and care. We want everyone to have greater control of their health and well-being and to be supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly improving.

System Led Support for Carers Award

There are around 5.5 million unpaid Carers in England, with around 1.4 million providing in excess of 50 hours of care to a family member or friend. It is estimated that this represents a value of £132 billion per year to health and care systems. We know that Carers often experience poorer health than their nonCarer peers and NHS England is committed to addressing this inequality in health outcomes. This award represents an opportunity for teams to demonstrate new ways of working, using integrated care models that engage health, social care, the voluntary sector, community groups and most importantly Carers themselves to deliver improved outcomes and experiences of care for this group.

HEALTH AND LOCAL GOVERNMENT PARTNERSHIP AWARD

WINNER



HEALTHY LONDON PARTNERSHIP AND GREATER LONDON AUTHORITY

THE LONDON HOMELESS HEALTH RESPONSE TO COVID-19

Healthy London Partnership and the Greater London Authority worked together to launch London's Homeless Health Response to Covid-19.

Many people who experience rough sleeping needed access to secure and appropriate accommodation to enable continued self-isolation following the COVID-19 pandemic.

New relationships have been developed across London boroughs, working more collaboratively than ever.

We worked with over 20 national and international partners including Médecins Sans Frontières who for the first time since they were founded in 1971 provided medical assistance in the UK.

Around 7,000 homeless people were given safe and secure accommodation and health and support during the pandemic.

JUDGES COMMENTS

Our winners provided a great example of mobilising a vast array of partners quickly in the face of a crisis. The panel was impressed with the connectedness of the bid and got a real sense of coherence from strategy to delivery, demonstrating a detailed understanding of what it takes to work with the most vulnerable and marginalised people. The lessons learnt will be of value to partnerships in towns and cities across the country, and to policy makers too.

HEALTH AND LOCAL GOVERNMENT PARTNERSHIP AWARD

HIGHLY COMMENDED



St Helens CCG and St Helens Borough Council St Helens Cares - Bringing integrated care to our residents

St Helens Cares has brought health, care, housing and other third sector partners together in St Helens to improve outcomes for residents.

Partners have built trusting relationships and common shared goals for local people - engaging staff and the community alike during the journey.

A key enabler has been the St Helens Shared Care Record resulting in better co-ordination between health and care workers, improved experience and care for patients and also reduced delayed transfers of care, lower rate of growth in non-elective admissions, prevention of A&E attendance through step-up provision, reduction in falls admissions and improved joint care planning.

JUDGES COMMENTS

The judges said this was a truly value led partnership approach, which offers an example for place based partnerships everywhere. The guiding principles felt transferable and inspirational: a can-do attitude, a focus on people, and a whole system approach to addressing inequalities. The partnership was clear on the key enabling components it has in place; including a shared care record, and the comprehensive and simple 'contact cares' hub. Equally it was clear on the challenges of bringing cultures together, and demonstrated a track record of learning and improvement, before and throughout the pandemic.

FINALISTS

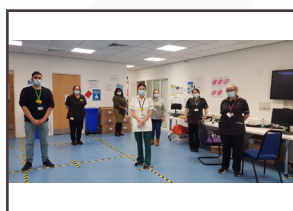


Birmingham Older People's Programme Making Birmingham a great place to grow old in - Early Intervention Programme

The Early Intervention programme (EI) is an unprecedented

partnership between health and social care providers in Birmingham. Fully launched in March 2020, this integrated approach is improving the health and independence of older people and that of the one million+ population it serves.

EI is preventing unnecessary hospital admission and premature admission to long-term care, supporting the timely discharge from hospital, promoting faster recovery from illness or injury and championing independent living wherever possible. The programme is delivering measurable, decade high, ground breaking results: the result of creating a true synergy between partners and significant commitment by all staff involved.



East London FT, London Borough of Newham, Barts Health Trust & Age UK Newham Integrated Discharge Hub

The Integrated Discharge Hub Newham has achieved rapid

and safe discharges from Acute Hospitals through a new partnership initiative across health, social care and voluntary sectors. Utilising an unprecedented coordinated approach, this service was set up and established within a number of weeks during the COVID19 pandemic. It has since exponentially improved the discharge process, minimising the risk of re-admissions, duplication and improved continuity of care from acute provision into the community. The IDH has brought together a previously disparate group of professionals (even among those from the same organisation) into a single entity with a single unified referral process and goal.

HEALTH AND LOCAL GOVERNMENT PARTNERSHIP AWARD

FINALISTS



North Central London CCG (Islington) and London Borough of Islington, Whittington Health Trust

Integration of Social, Emotional and Mental Health Services (SEMH) for Children and Young (CYP) People in the London Borough of Islington

The Islington Social, Emotional and Mental Health Services model, for Children and Young People, is a result of an iterative two year process and significant discussion with partners in social care, health, education, third sector services and CYP, parents and carers.

To ensure all CYP reach the right service at the right time, a new central point of access has been successfully integrated into Islington's Children's Service Contact Team front door. Operating from the principle of 'no wrong referral' the model extends beyond referrals into traditional CAMHS with access into a wide range of health, social and digital community-based services.



Northumbria Healthcare FT and North Tyneside Council CARE Point

Northumbria Healthcare NHS Foundation Trust and North Tyneside Council has developed a unique partnership to deliver

CARE Point, a reablement and rehabilitation service for older people.

It aims to prevent admission to hospital and long-term care and facilitate timely discharges. They created an integrated team with a single point of access for referrals and one assessment. This ensures patients get the right service to best meet their needs and reduces the number of ongoing referrals.

3250 more patients were supported within the same financial envelope and the model is used in a new North Tyneside community frailty service which includes NHS, local government and voluntary sector.



South West London CCG (Croydon), Croydon Council, Croydon Health Services Trust, South London and Maudsley Trust, Age UK Croydon and Croydon GP Collaborative One Croydon Alliance

The One Croydon Alliance brings together six organisations, with a single ambition to work as one to improve health and care outcomes, through integration and the removal of organisational barriers.

Our journey began with a focus to tackle the challenges of an aging population. Its success led to extending the Alliance ambition for the whole population. We are seeing benefits across the board.

We want to share our learning to date from a journey that began five years ago and show that wide scale system change can happen and truly help improve outcomes.



West Hampshire CCG, Southern Health FT and Hampshire County Council Hampshire Together: Integrated Intermediate Care (IIC) - South West

IIC has been a long-held ambition in Hampshire to integrate the commissioning and provision of Intermediate Care services across the County in order to improve the outcomes of patients, optimise resources and improve staff morale and retention.

Organisational boundaries have been broken down to focus on the needs of people and to help staff do their jobs effectively. Health and social care organisations in Hampshire have built on the IIC model, innovating and collaborating to stand up new organisational structures, ways of working, processes and supporting technology to exceed all expectations and ambitions for the service.

INTEGRATED CARE PARTNERSHIP OF THE YEAR

WINNER

Partnered by

HEMPSONS



GUY'S AND ST THOMAS' FT GUY'S RAPID DIAGNOSTIC CLINIC TEAM

The Guy's Rapid Diagnostic Clinic was designed by primary care, secondary care, SEL cancer alliance, commissioners, NHS London and patients. The service provides an integrated fast-track diagnostic service for patients with vague symptoms. The cancer conversion rate is 7% and 35% patients have a serious non-cancerous condition. The service is rated excellent by patients in view of the holistic approach, co-ordinated testing and earlier care interventions.

Our ambition is to incorporate holistic principles into cancer pathways to ensure patients only need one referral prior to diagnosis. Research is fundamental to the programme. Current research projects include decision making tools and economic sustainability.

JUDGES COMMENTS

This winning project was an excellent example of integration. It was inclusive, multi-speciality, dynamic and the judges can see how from this strong foundation they can expand their responsiveness to the wider determinants of the health and build their network of organisations accordingly.

INTEGRATED CARE PARTNERSHIP OF THE YEAR

HIGHLY COMMENDED



North Central London CCG (Islington) and London Borough of Islington, Whittington Health Trust, Barnardos, Isledon, Brandon Centre and Kooth

Integration of Social, Emotional and Mental Health Services (SEMH) for Children and Young (CYP) People in the London Borough of Islington

The Islington Social, Emotional and Mental Health Services model, for Children and Young People, is a result of an iterative two year process and significant discussion with partners in social care, health, education, third sector services and CYP, parents and carers. To ensure all CYP reach the right service at the right time, a new central point of access has been successfully integrated into Islington's Children's Service Contact Team front door. Operating from the principle of 'no wrong referral' the model extends beyond referrals into traditional CAMHS with access into a wide range of health, social and digital community-based services.

JUDGES COMMENTS

The service was simple, accessible and reacted quickly to complex patient's needs. The impact this has on the individual service user and the clinical professional, in service terms (providing clinical input when needed) can't be underestimated. It is an excellent integration of all sectors including health, social care and housing, which has a lifelong impact on individuals.

FINALISTS

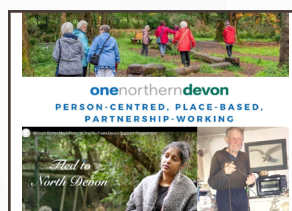


Greater Manchester Urgent Primary Care Alliance CIC Greater Manchester Integrated Urgent Care Clinical Assessment Service

An alliance of Out of Hospital Urgent & Primary Care partners

came together under the auspices of the NHSE IUC Spec. 2017 to establish 'the Greater Manchester Urgent Primary Care Alliance CIC' (GMUPCA, gmupca.co.uk) capable of delivering experienced and Integrated Urgent and Emergency Care at scale to improve patient/system flow.

The GMUPCA relied on its partner collective links to develop pan GM models with the GM Combined Authority, GMHSCP, NWS, Hospitals/Acutes and Community Providers. The GMUPCA is commissioned by NHSE/I & the GMHSCP (on behalf of all GM CCGs and NWS).



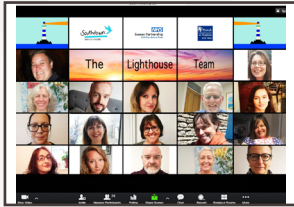
One Northern Devon - A partnership of public services, businesses, voluntary & community groups in northern Devon

Person-centred, Place-based Partnership working

One Northern Devon is a partnership of public services, businesses, voluntary & community groups working to address the stark health inequalities in our communities. We believe the people facing the worst inequalities need a more personalised, local and joined up approach. Our strength is in being able to bring organisations and communities together to change things for the better. Collaboration is key - there are problems we can only solve if we work together. Our 'One' model has been built from the ground up, starting in our most deprived town, and now part of an integrated infrastructure comprising six towns and an overarching One Northern Devon strategic board.

INTEGRATED CARE PARTNERSHIP OF THE YEAR

FINALISTS



Sussex Partnership FT, Southdown Housing Trust, MIND in Brighton and Hove The Lighthouse

Lighthouse Recovery Service is a unique partnership between Sussex Partnership NHS

Foundation Trust, Southdown Housing Association, MIND and our members, the service users. We are a specialist personality disorder service using the strength of the partnership to treat the difficulties associated with the diagnosis. We focus on transforming relationships, believing in groupwork as treatment and ensuring coproduction and peer support are at the core of service development. Positive relationships are role modelled by the team and permeate all treatment. This model of intervention is shared in the local community through joint working with mental health services, training and supervision.



The Dudley Group FT The Enhanced Care Home Team- Dudley

The Enhanced care home team was commissioned in 2018 with a primary focus of avoiding preventable hospital admissions

for care home residents across the Dudley borough.

The initial team vision was to deliver educational support and training in order to empower care staff to identify and escalate clinical concerns; this enabling timely and effective care to take place within the appropriate setting. As the team has developed and gathered momentum we continue to embed best practice standards set out within the framework for enhanced health in care home.



University Hospitals of Derby and Burton FT ImpACT+: Integrating respiratory services across the community

ImpACT+ is a specialist multidisciplinary respiratory

service for people with Chronic Respiratory Disease across Southern Derbyshire and Erewash. The service is seamlessly integrated with Primary Care and is available for all patients from the point of diagnosis through to the later stages of disease. Social prescribing initiatives, face to face and virtual clinics respiratory clinics, Pulmonary Rehabilitation, wellbeing clinics and advance care planning are included. The team have supported over 40 patients with Covid19 patients at home on a virtual ward and received exceptional feedback. The service has demonstrated cost-effectiveness and has mitigated the rise in respiratory admissions and referrals.



Whittington Health Trust and Partners Haringey and Islington Integrated Care Partnerships

"We want to prevent issues arising and nip them in the bud early, through more integrated public services and more resilient local communities." The success of this vision is due to our genuine partnerships across two Boroughs that has been driven by our community and our workforce.

Our bottom-up approach has led to a truly connected workforce, giving Primary Care, NHS Trusts, councils, Children's services, and voluntary and community organisations all 'a seat at the table' through Locality Leadership Teams and integrated MDTs. Together, we have solved resident issues holistically – including fast Covid mobilisation – and improved staff and patient experience.

CATEGORY PARTNER

HEMPSONS

Hempsons has an unrivalled track record of helping NHS clients nationwide commission and deliver world-class health and social care. We advise over 150 NHS organisations nationwide on the full range of legal issues they may encounter.

We work with provider clients on a wide range of issues including:

- Integrated care
- Collaboration
- Service reconfiguration
- Procurement
- Workforce planning
- Estates and infrastructure projects

With market-leading specialists in all legal practice areas, whatever your organisation's strategic goals, we can help. Contact Graeme Trigg on 020 7484 7597 or email clientservices@hempsons.co.uk for more information.

MILITARY AND CIVILIAN HEALTH PARTNERSHIP AWARD

WINNER

Partnered by



Department
of Health &
Social Care



Ministry
of Defence



MESOTHELIOMA UK

MESOTHELIOMA UK – SUPPORTING OUR ARMED FORCES

The Mesothelioma UK Supporting our Armed Forces campaign launched in 2017 after the charity's clinical team identified a measurable incidence of mesothelioma amongst veterans, and suspected that more could be done to address the veterans' needs and prevent further cases.

The project has comprehensively described mesothelioma within the Armed Forces, identified the needs of veterans with mesothelioma, extensively raised awareness and prevention, and more importantly, developed resources and relationships to improve the outcomes and meeting of veterans care and support needs.

A commitment to veterans, partnership working and building relationships between healthcare and the Armed Forces has been essential.

JUDGES COMMENTS

The judges felt this was an all round package of care based on a well researched evidence base which has also influenced government policy in the sector. They clearly identified the distinct issues related to military service which impacts upon their clients and have developed strategies to address these distinct challenges. The team have taken the clinical and welfare elements of their existing service and adapted these to meet the needs of the Military Community. The judges want to congratulate an enthusiastic and dedicated team who show ambition, drive and the expertise to achieve even greater things. This was an outstanding project with far reaching impact.

MILITARY AND CIVILIAN HEALTH PARTNERSHIP AWARD

HIGHLY COMMENDED



Camden and Islington FT and Sussex Partnership FT NHS Veterans' Mental Health Transition, Intervention and Liaison Service (TILS), Complex Treatment Service (CTS) – London and South East NHS Veterans' Mental Health High Intensity Service (HIS) - London

Veterans have unique support needs - and we provide a service tailored specially for them, enabling them to adapt to civilian life. The NHS Transition, Intervention and Liaison Service, London/South-East, liaises with local organisations to secure support for mental, physical, social, financial and other needs. We also provide treatment if support is not available locally. Our criminal justice project provides veteran-sensitive training, helping staff fully understand the complex challenges faced by veterans. Our Complex Treatment Service offers therapy for military attributable difficulties. The London High Intensity Service works in partnership to offer care and support to those in urgent need.

JUDGES COMMENTS

The level of ambition within this highly commended entry was impressive, including expansion of their services over the years to cover TILS, CTS and HIS Veterans services and the development of services designed to support those veterans who had involvement with the Criminal Justice System. The commitment to training and education of the staff, peer workers and every aspect of their operation is apparent in everything they do. Overall an excellent presentation from a well informed and integrated team who clearly understood how best to convey the value of their service to the Veterans Community.

FINALISTS



Humankind, Smart Recovery UK and The British Army Mil-Smart

Mil-smart is a unique project aimed at supporting military personnel with addictive thinking issues that may be impactful on

their life. The collaboration of Humankind Charity, UK Smart Recovery and the British Army have together developed this project to support serving personnel in the Catterick Garrison area, supporting a military community of 15,000 serving soldiers.

The project uses integrated care to provide a wide range of interventions including mutual aid, psychosocial interventions, and clinical assessment tools to give wrap around care. The project aims to expand provision to tri services and outside of Catterick by 2021.



King Edward VII's Hospital Veteran Specific Pain Management Programme (PMP)

The veteran specific Pain Management Programme (PMP) at King Edward VII's

Hospital has been running for six years having seen over four hundred veterans. It is a charity offered service set up to address the difficulty some veterans face in accessing pain services. The PMP is the first programme in the UK designed to meet the specific needs of the veteran population. Standard outcome measures have been utilised to evaluate clinical efficacy of the programme which to date show significant positive outcomes on all measures used. A recent scientific publication offers possibility for transference to NHS services.

MILITARY AND CIVILIAN HEALTH PARTNERSHIP AWARD

FINALISTS



Nottinghamshire Healthcare FT REGROUP Criminal Justice System whole care pathway in Nottinghamshire and Lincolnshire

Military veterans are the highest occupational group resident in

UK prisons. Presentations are complex with multiple healthcare needs directly linked to military service. Alcohol and substance misuse are frequently comorbid as well as housing, employment, and relationships problems.

ReGroup is a whole system, user led, partnership managed by Nottinghamshire Healthcare in collaboration with two veterans' charities Project Nova and Care after Combat. Together the three collaborators provide specialist health and social care support from the point of contact with the CJS, through prison and for a year post prison release.

Outcomes clearly evidence improved health, wellbeing and reduced offending behaviour.



Portsmouth Hospitals University Trust Armed Forces Covenant Lead Nurse for Portsmouth and the surrounding areas

The newly created role of Armed Forces Covenant Lead Nurse at

Portsmouth Hospitals University NHS Trust is the first of its kind in the South East of England. A key part of Keith's role is to support patients and families from military or veteran backgrounds, signposting to relevant services, and quick identification and recording of relevant patients as they come into the hospital. We have excellent feedback for the service, evidence of successful engagement with various external community support groups, and other Trusts and national bodies asking for information on development of the role.



Royal College of General Practitioners Veteran friendly NHS England GP practices

About 5% of the UK population are military veterans and have specific medical needs sometimes

different to the general population. Veterans may be reluctant to seek help or talk about their problems, which means they do not always access care, support and treatment. Veterans may think "civilians" do not understand military culture or know about the options for help and the services that are available. The Royal College of General Practitioners has developed a 'Veteran Friendly GP Practice Accreditation Programme'. The aim is to improve the healthcare of veterans and their families.



Togetherall, Ministry of Defence and NHS England Low cost, high quality, maximum value: Providing a safe and effective online mental health resource to the UK Armed Forces population

Since 2011, Togetherall have partnered with the Ministry of Defence and NHS England to provide online mental health support to UK Armed Forces serving personnel, reservists, veterans and military family members.

A decade into commissioning the service, Togetherall has supported close to 15,000 people and would like to celebrate the vital partnership. In a recent Armed Forces survey, over 60% state that they have improved mental health due to using Togetherall and 65% said they would recommend Togetherall to a friend or colleague. This submission showcases what can be achieved when technology and clinical rigour come together to support and improve the mental health of a valued community.

CATEGORY PARTNER



Department
of Health &
Social Care



Ministry
of Defence

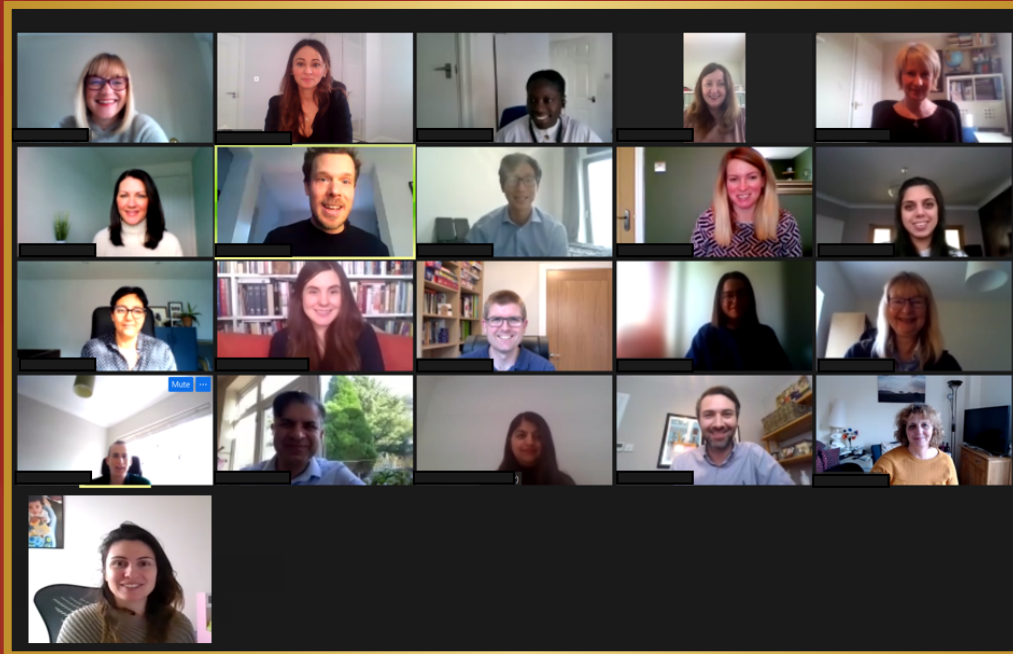
Department of Health and Social Care and Ministry of Defence

The MOD and all the UK Health Departments work together to ensure the military and civil healthcare services meet the requirements of the Armed Forces Covenant and improve the health and healthcare of the UK Armed Forces before, during and after deployment, and of their families and veterans. Helping all live more independent, healthier lives for longer.

These Awards recognise the importance of collaborative working, their unique blend of skills enable the UK to deliver outstanding care to our Serving personnel, their families and Veterans. It is evident that there is a vast range of services available that provide care, treatment and life-long support to the Armed Forces Community – essential to meet the bespoke needs of each and every individual.

HSJ PARTNERSHIP OF THE YEAR

WINNER



KITE, A GILEAD COMPANY, NHS ENGLAND AND NHS PARTNERS

WORKING IN PARTNERSHIP TO BRING CAR T INNOVATION TO UK PATIENTS

The UK is one of the first countries in the world to have CAR-T (an individualised therapy involving reprogramming the patient's immune system to target and destroy cancer) available on the healthcare system. NHS England, Kite/Gilead, Industry and NHS providers partnered in a unique way to ensure the infrastructure was in place, new patient pathways developed and HCPs trained, ready and confident to deliver this potentially life-changing therapy in an expedited timeframe. This partnership approach is just the beginning. The ability to deliver CAR-T is an exciting milestone, opening up a new chapter for the industry, HCPs, patients and the future of cell therapies

JUDGES COMMENTS

The judges felt that this is a genuinely game-changing innovation in clinical practice and the strategic partnership with Kite was one of the best they'd seen. There were great clinical outcomes that are giving real hope to many patients. Speed of spread was remarkable, particularly given the pandemic, with 8 delivery centres established. Kite were open and highly collaborative, working constructively and successfully in a very complex environment for partnership. The team were sensitive and responsive to service needs and dedicated to maintaining supply and service continuity during the pandemic. An outstanding and exceptional example of a successful NHS-commercial partnership. Congratulations!

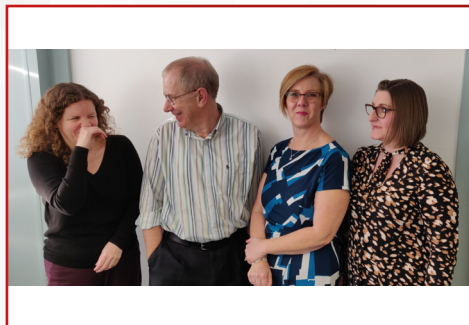


@HSJ_Awards | #HSJawards



HSJ PARTNERSHIP OF THE YEAR

HIGHLY COMMENDED



Perinatal Institute

The GAP Programme: Partnership to reduce stillbirths in the NHS

Babies who don't grow normally in the womb are at significantly increased risk of being stillborn. Recognising poor intrauterine growth gives clinicians a chance to closely monitor and potentially deliver a baby before it comes to harm. The Growth Assessment Protocol (GAP) is a comprehensive programme of training supported by e-learning, evidence based care pathways, growth charts customised to each pregnancy, and ongoing audit and benchmarking of performance. National roll-out has been achieved in partnership with multidisciplinary teams in about 80 per cent of maternity units in the UK, and has contributed to a dramatic fall in stillbirth rates.

JUDGES COMMENTS

The judges were 'wowed' by this outstanding project. The aim – to reduce stillbirths in the NHS – was highly ambitious, particularly since progress had stalled in recent years. The outcomes were remarkable, dramatically raising SGA detection rates and resulting in a 28% reduction in stillbirths. The team had adapted its delivery model very effectively to manage within the constraints resulting from Covid, moving to remote learning and support. The judges welcomed the commitment to audit and cost-benefit analysis – estimated overall savings to the NHS of £34m, compared to annual programme costs of £350k, with the takeaway message "50p well spent"! Spread was impressive, licensed to 120+ Trusts and Health Boards.

FINALISTS



ABL Health in partnership with NHS England & NHS Improvement, North of England Commissioning Support and Her Majesties Prison and Probation

Serving prisoner involvement in the procurement of Healthcare Services

ABL Health are commissioned by NHSE to engage with prisoners in the North of England to include them in the commissioning process.

In 2019, ABL Health in partnership with Northwest Commissioners, NECS and HMPPS supported and trained a serving prisoner to be a member of the tender evaluation panel for prison healthcare procurement. He played a pivotal role in the evaluation process including membership of the consensus panel. He worked alongside commissioners, the procurement team and key stakeholders. As a result, the voice of the service user was heard throughout all aspects of the procurement of prison healthcare services.



Accenture, Healthy London Partnership and NHS Digital Empowering a digital social care workforce

An initiative to support care homes as they begin their digital journey. Starting

with access to NHSmail; enabling speedy, secure communication with hospitals and GPs. This Care Sector-Led project resulted in a 14-fold increase in the number of homes with access within six months, followed by a further 14-fold increase in the year since.

It delivers cost savings for the NHS through better co-ordination of care, time-saving for care homes as staff no longer chase nurses and doctors by phone – and crucially builds confidence and encourages respect between health and social care, on the way to a more integrated system.

HSJ PARTNERSHIP OF THE YEAR

FINALISTS



Hunter Healthcare **Executive talent for the healthcare sector**

Hunter Healthcare specialises exclusively in the health sector and is the largest senior healthcare recruiter in the NHS.

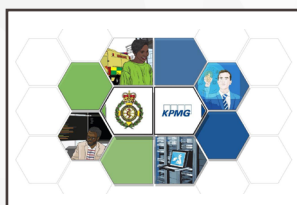
Our provision of executive talent to trusts is based on building excellent relationships with NHS providers, candidates and our own members of staff. Developing long-term, durable relationships enables us to flexibly adjust to market forces, offer quality over quantity to all our stakeholders and raise the bar on client service standards and outcomes. A commitment to promoting diversity and inclusion, CSR activities and staff wellbeing initiatives underpins and strengthens these relationships ensuring value is continuously added to Hunter Healthcare's offering.



InHealth Group and Northumbria Healthcare FT **Partnering for the Future**

InHealth have worked with Northumbria Healthcare Foundation Trust for more than 15 years, delivering MRI services

to meet the needs of its local population. During that time, three new MRI scanners have been installed in the trust's hospitals and a mobile service introduced. InHealth now provides 30,000 scans a year from both static and mobile scanners. This has meant the Trust is able to offer patients a timely service, with waiting times from referral reducing from 4.5 weeks to under 2 weeks and very high patient satisfaction rates. This long-term relationship is marked by a commitment to innovation to ultimately improve the diagnostic offering in this region



KPMG and South Central Ambulance Service FT **Predicting 999 Ambulance Demand Modelling**

A project that harnessed the power of collaboration and knowledge sharing to improve the

understanding of 999 demand drivers and resource allocation has taken another big step towards ensuring the right response for the right patient at the right time. The machine learning approach and clinical focus saw a 5-year leap forward in strategic thinking applying machine learning informed decision making. This learning is now being integrated at an operational level. In a time where we see unprecedented pressures on health services across the country, this understanding has been shared across the NHS to help deliver better patient care.



LloydsPharmacy Clinical Homecare **LloydsPharmacy Healthcare Centre**

The Healthcare Centre model offers out of hospital infusion and injection services. The service was

co-designed with the Trust and patients focusing on improved patient experience and alleviating pressure on the Trust. The Healthcare Centre went live in December 2018.

Following the successful implementation of the LloydsPharmacy Healthcare Centre, LPCH is now partnering with five other NHS Trusts. The release of appointment capacity has enabled the Oncology clinic to reduce their opening hours and the Healthcare Centre receives fantastic feedback that confirms the value of the provision to the end users.



Newton Europe, The Phoenix Partnership, Leicestershire Health Informatics Service and Leicestershire Partnership Trust **Implementation of AutoPlanner within district nursing**

In June 2017 Leicestershire NHS Partnership Trust embarked on a community nursing transformation programme, with staff co-design, to increase the proportion of patient-facing time in a clinician's day and to achieve the right staff, right skill, right place, at the right time to provide high quality care, improved outcomes and a better experience for all.

Working with Newton Europe, LHS and TPP the trust helped develop and implement the AutoPlanner functionality within SystemOne. Benefits included; a reduction in missed visits, patients have an accurate care plan reflective of care needs, visibility and ownership of staff skills/competencies and improved data quality.

HSJ PARTNERSHIP OF THE YEAR

FINALISTS



Northgate Public Services, Kainos, BJSS, NHS Blood and Transplant and NHS Digital **Integrating the NHS Organ Donor Register into the NHS App**

To support the introduction of new 'opt-out' organ donation legislation in England, central Government requested NHS Blood and Transplant and NHS Digital to integrate the Organ Donor Register into the NHS App. With the support of Northgate Public Services Kainos and BJSS, the solution was delivered without issue in just seven months.

The public can view, register and update their donation decision via the App. User research ensured a great experience and modern architecture enabled impressive performance scalable to millions of customers. Delivered on time and within budget, the service is expected to increase donor numbers and save many more lives.

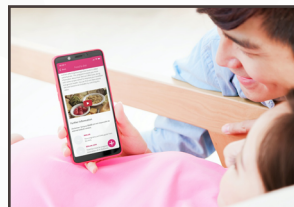


NuvoAir and Royal Brompton and Harefield FT **Digital innovation for people with cystic fibrosis**

The Royal Brompton Adult Cystic Fibrosis (CF) Team and digital health company NuvoAir have

been working together to enable self monitoring and virtual consultations for people with cystic fibrosis. This collaboration, involving people CF from its infancy, has picked up pace with the COVID-19 pandemic necessitating a fast and large-scale reduction in clinic visits.

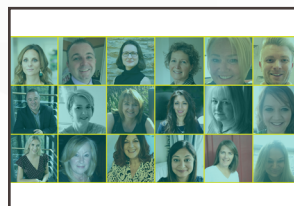
The team have been utilising the NuvoAir platform to remotely monitor their 580 patients' lung health while the technology has provided people with CF with health data trends and much needed reassurance. The team continue to partner to develop the technology, building in patient reported measures and integrating new tools such as Fitbit activity tracking.



Sensyne Health and Oxford University Hospitals FT **GDm-Health**

GDm-Health is a digital therapeutic for remote management of diabetes in pregnancy. Born out of clinical need GDm-Health was developed as a 'proof-of-concept' collaboration between Oxford University Hospitals NHS Foundation Trust and the University of Oxford with the objective of enhancing clinical care for mums-to-be with diabetes.

A Randomised Controlled Trial published in 2018 demonstrated GDm-Health was associated with a 42% reduction in c-sections. Sensyne Health has since further developed and scaled the product. GDm-Health is now used by over 50 NHS Trusts and has helped to care for over 16,000 babies born to diabetic mothers since its commercial launch.



The Experience Led Care Programme and NHS Partners **Spreading Group Consultations**

NHS England and Improvement's (NHSEI) General Practice Nurse Ten Point Plan team, The Redmoor-ELC Partnership

planned to trial video group clinics (VGCs) with eight pioneers.

When the pandemic hit, they saw that this untested innovation could help primary care and patients to cope and stay connected through Lockdown and beyond. Despite a modest uplift in budget, they set out to spread at scale; swiftly refining a flexible, interactive learning programme and assuring indemnity cover and robust confidentiality and consent processes. Over six months, they engaged over 500 primary care teams. 74% say they will continue with VGCs.

CLINICAL LEADER OF THE YEAR

WINNER



JALAK SHUKLA, LEAD CLINICAL PHARMACIST FEDERATED4HEALTH, HARINGEY GP FEDERATION

On behalf of Federated4Health we would like to collectively nominate Jalak Shukla for this award. Jalak has shown dedication and worked extraordinary hard to lead and embed a new Clinical Pharmacist workforce into primary care across the 36 GP surgeries in Haringey. Jalak has not only inspired her own Clinical Pharmacy team, but has also influenced the wider healthcare arena. Jalak has the passion and drive to work collaboratively with others and seamlessly connect healthcare services. She has encouraged the team to develop in order to deliver better patient outcomes, high quality care and become clinical leaders in their own right.

JUDGES COMMENTS

The judges were impressed by the outstanding implementation of Jalak's programme of embedding pharmacists in general practice. This has clearly encouraged others to overcome challenges in leadership, moving to more professionally diverse clinical leadership in primary care.

CLINICAL LEADER OF THE YEAR

HIGHLY COMMENDED



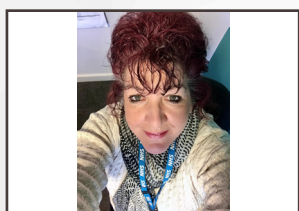
Dr Sarbjit Clare MBE, Deputy Medical Director and Consultant Acute Physician Sandwell and West Birmingham Hospitals Trust

Dr Sarbjit Clare MBE, Deputy Medical Director and Consultant Acute Physician Dr Clare is renowned for her authentic clinical leadership. She leads a "Women Empowering Women" group, has delivered a national conference, a "Fearless" workshop, given empowerment awards and launched a podcast. She shows a true connection and compassion for her teams introducing energy pods for wellbeing which created a snowball effect for other wellbeing initiatives for staff across the Trust. She has been critical in leading her team during the pandemic and was awarded an MBE for her leadership and services to the NHS. She created a redeployment education package to rewriting rotas to caring for hundreds of COVID patients.

JUDGES COMMENTS

The judges felt that Dr Sarbjit showed inspirational clinical leadership which facilitated the challenge of traditional boundaries in clinical and organisational groups across a range of change projects. Dr Sarbjit demonstrated she is putting real energy and engagement into the inclusion agenda.

FINALISTS



Nicola Jane Allen, Clinical Lead for Community Services Gateshead Care Partnership, Gateshead Health FT

In 2014 the Gateshead Care Partnership appointed Nicola Allen as Clinical Lead for Community

Services to transform and integrate care and improve quality.

As Clinical Lead Nicola

- Led the safe mobilisation of over 25,000 patients and 600 staff to a new provider
- Delivered quantifiable benefits to patients through improved quality and better integration between primary, community and acute care
- Created an effective and timely clinical governance regime which improved clinical quality
- Developed clinical leaders at all levels
- Led by example throughout the Covid pandemic by taking a frontline role

Nicola has made an exceptional contribution to patient care, staff development and the Partnership.



Anne Frampton, Consultant in Paediatric Emergency Medicine University Hospitals Bristol and Weston FT

As Clinical Lead for Transformation, Anne has led the development and implementation of an

exemplar quality improvement strategy and programme for the last seven years. Under her leadership the organisation has moved from a model of top down transformation, towards a culture of empowered staff who continuously improve.

This success is demonstrated through data, as well as the on-the-ground impact in clinical services. As Anne is now leaving the post, she was nominated to recognise and thank her for her contribution, dedication, and energy over the last seven years.

CLINICAL LEADER OF THE YEAR

FINALISTS



**Dr Jonathan Kwan, Consultant Nephrologist and Divisional Medical Director
Dartford and Gravesham Trust**

Dr Kwan is a frontline-doctor, newly-awarded MBE and true NHS role-model! Through tireless engagement, he marshalled all parts of the hospital to face the pandemic, protecting patients and staff. Colleagues admired his energy, foresight and decision-making.

He orchestrated reconfiguration at unprecedented pace. Understanding the power of instant information sharing, he WhatsApps frequently and chairs a daily Educational/MDT event. Sustaining staff resilience, he makes daily morale-boosting visits to all frontline areas and delivers valued pastoral care for sick colleagues. With a Churchillian approach to toil and sweat and encouraging staff-fitness, he organised a September 2020 London-Brighton Charity Bike Ride, raising thousands.



**Dr Stephen Lytton, GP Clinical Lead for Respiratory
East Sussex CCG and Seaside Medical Centre**

Dr Stephen Lytton provides exceptional clinical leadership through his roles as GP, CCG

Clinical Lead, GP trainer, mentor and Local Medical Committee member. He consistently strives to identify, develop and promote opportunities to deliver the highest standards of healthcare, achieving demonstrable improvements in admission rates, prescribing practices and patient experience.

As Respiratory Clinical Lead, Stephen has forged strong links between primary, community, secondary care and the voluntary sector, building a holistic system approach which centres and empowers the patient. Under his leadership, respiratory services have become more effective, knowledgeable and resilient, with a clear culture of shared learning and collaboration.



**Anne Pullyblank, Medical Director and Consultant Colorectal Surgeon
West of England AHSN**

We would like to recognise and celebrate the exceptional clinical and quality leadership of Anne Pullyblank. Leading from the front, Anne has overseen multi-stakeholder QI projects at both local and regional level.

Anne's wonderful ability to engage people through calm and thoughtful dialogue, listening to views of diverse groups of stakeholders, and using this insight to bring people along on the journey has led to large and significant wide scale improvements in patient safety. At the heart of everything Anne does is this desire to improve patient safety and experience. Anne would be a truly deserving winner of this award.



**Sam Tyrer, Prevention and Engagement Lead
Lancashire & South Cumbria FT**

Sam Tyrer was working as a staff nurse in 2017, taking care of people who had attempted to take their own lives.

Witnessing this, alongside his own personal story, had a profound effect on him and he felt driven to do more. Sam created Change Talks - an event to raise awareness of mental health issues and teach the community about how they can help themselves.

It has now evolved into an educational programme, designed to teach young people about an array of mental health issues and other topics such as drug, social media and knife crime. "

CHIEF EXECUTIVE OF THE YEAR

WINNER

Partnered by



ROB WEBSTER, CHIEF EXECUTIVE SOUTH WEST YORKSHIRE PARTNERSHIP FT

Rob joined South West Yorkshire after spending two years as chief executive of the NHS Confederation. He has worked in healthcare since 1990, including national roles at the Department of Health, and was a director for the Prime Minister's delivery unit in the Cabinet Office. He has also run both NHS Calderdale and Leeds Community Healthcare Trust.

He has been leading the work of the West Yorkshire and Harrogate integrated care system.

JUDGES COMMENTS

HSJ's chief executive of the year was a run-away winner, securing twice as much support for the top spot as any other candidate. Rob Webster is committed to improving staff wellbeing and, particularly, to making sure NHS system working serves the wider needs of local populations. But perhaps most significantly, it is hard to imagine a chief who might argue more strongly against the focus on one individual rather than a wider group of leaders in an organisation or a system. The judges concluded that this combination of humility, support for staff and partners and a focus on population needs was the near perfect combination for a leader in today's NHS.

CHIEF EXECUTIVE OF THE YEAR

FINALISTS



Dame Jackie Daniel, Chief Executive
The Newcastle Upon Tyne Hospitals FT

Dame Jackie has run the Newcastle hospitals since 1 May 2018 and before that ran the University Hospitals of Morecambe Bay Foundation Trust, where she led out of special measures. She has worked as chief executive of acute, mental health and specialist trusts for the last 20 years after starting her career as a nurse.

She is also a member of the NHS Assembly, was influential in the development of the NHS Long Term plan and chairs the Shelford Group, which represents the ten largest teaching and research hospitals in England.



Sir Mike Deegan CBE, Group Chief Executive
Manchester University FT

Sir Michael was also chief executive of Central Manchester University Hospitals Foundation Trust from 2001: it merged with the University Hospital of South Manchester Foundation Trust in 2017 to form the new trust which runs 10 hospitals and also community services. He has also worked as chief executive at Warrington Hospital and North Cheshire Hospitals Trust, and held the post of director of human resources for the NHS.

He has worked widely across the public sector including roles in local government and education and was involved in the preparation of the NHS Plan in 2000.



Dame Marianne Griffiths, Chief Executive
Brighton and Sussex University Hospitals Trust and Western Sussex Hospitals FT

Dame Marianne has run Western Sussex since 2009, seeing it become one of the first acute trusts to be ranked outstanding by the Care Quality Commission. In 2017, she took on the additional role of running BSUH as part of an agreement under which Western Sussex provides management support. The two trusts are expected to merge later in 2021.

She is a nurse by background but later gained accountancy qualifications before working at NHS South East Coast and then Kent and Medway Strategic Health Authority.



Julian Hartley, Chief Executive
Leeds Teaching Hospitals Trust

Julian has been chief executive of Leeds Teaching Hospitals Trust since 2013, during which time it has seen significant improvements in its staff engagement score in the NHS staff survey. He also chairs the West Yorkshire Association of Acute Trusts and is part of the leadership team for the West Yorkshire and Harrogate Care Partnership.

In 2019 he was seconded to work on the NHS People Plan, concentrating on culture, devolved workforce responsibilities and making the NHS a better place to work. Before moving to Leeds, Julia has worked as chief executive in both the acute and commissioning sectors after joining the NHS as a management trainee.

CATEGORY PARTNER



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Our 7,000 experts in more than 50 countries deliver on five core areas:

- Organization Strategy
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- Talent Acquisition
- Leadership and Professional Development
- Total Rewards.

Visit kornferry.com for more information.

PRIMARY CARE NETWORKS, GP OR PRIMARY CARE PROVIDER OF THE YEAR

WINNER

Partnered by



MORELIFE UK

PROVIDING LIFE-CHANGING HEALTHY LIFESTYLE SERVICES IN EAST ANGLIA TO PROTECT OUR NHS

MoreLife's East Anglia services have helped create long-lasting changes and improvements to the lives of local residents, supporting clients to lose weight, stop smoking and take better care of their health.

Programmes are not only improving client outcomes, but our whole-systems approach has allowed us to work with community partners and train their staff to identify and refer those most in need.

Our entry highlights how these programmes and partnerships have continued to demonstrate best practice, inspire local residents to look after their health and ultimately support the NHS during the challenging backdrop of the COVID-19 pandemic.

JUDGES COMMENTS

This was a fantastic service presented by a knowledgeable and enthusiastic team, the judges thought that the regular evaluation of the service was reasonably unique in a healthcare setting. The presentation of the data to show how large improvements had been made to individuals health was great. The judges were impressed by the non-medical model and look forward to seeing the expansion.

PRIMARY CARE NETWORKS, GP OR PRIMARY CARE PROVIDER OF THE YEAR

HIGHLY COMMENDED



Tower Hamlets GP Care Group CIC **Place based care through a GP Federation**

Tower Hamlets GP Care Group shows how a genuinely primary care-led health system can improve and integrate the delivery of health and care services to better meet the needs of the local population through: strategic leadership; agile working to introduce new services during the pandemic; QI to co-design service improvements with patients; supporting staff with high quality education; and harnessing technological opportunities. This has resulted in a sustainable primary care system, improvements to ED waits, admission avoidance, top of league performance for service delivery, reduced sickness and 100% recruitment in one of the most diverse and deprived London boroughs.

JUDGES COMMENTS

The judges said that the team presenting were outstanding advocates for Tower Hamlets and the residents and workforce in it, you could not wish for better advocates. The presentation was strong and demonstrated the range of achievements. It showcased the engagement with GP colleagues and local communities which was excellent.

FINALISTS



Hertfordshire Community Trust **Rising to the challenge -** **Creating an innovative, agile** **and caring organisation** **through embedding a new** **vision, values and objectives**

HCT has faced huge challenges including the loss of contracts, a corporate restructure, inspections, intense competitive activity, Board turnover, and latterly COVID-19. We have successfully overcome these challenges by transforming our culture, developing an ambitious strategy, and through living our values.

Our results speak for themselves. We've had our best year for awards, we're playing an ever-greater role as a system leader, our innovation has been recognised nationally, and our response to the pandemic has been exemplary. We're here to win this award for our brilliant staff whose amazing contributions have transformed our Trust into the success it is today.



Integrated Cardiology Solutions **The Community Cardiology** **Service - Bringing Heartcare** **into the Home**

The Community Cardiology Service is led by a team of GPs with a Special Interest in Cardiology

who manage non-emergency cardiac referrals in small, patient-friendly primary care settings in the heart of our communities.

Our key purpose is to keep patients out of hospital by offering timely, high quality care close to where they live. This is the story of how we adapted in order to stay open throughout the Coronavirus pandemic; and how reinventing the service provided opportunities for growth.

PRIMARY CARE NETWORKS, GP OR PRIMARY CARE PROVIDER OF THE YEAR

FINALISTS



Locala Community Partnerships CIC **Community Provider of the Year**

Locala is a colleague-owned social enterprise providing NHS community healthcare services. In 2020 Locala received a Good CQC

rating in all areas, and all areas of the well-led review.

More than 40 different services support people, from birth to end of life. Locala provides around 1million patient contacts annually, employing 1500 colleagues and volunteers.

Partnership working is pivotal the delivery of a co-ordinated approach, with the social enterprise approach driving innovative community-focussed services. Up to half of Locala's financial surplus each year is committed to social impact projects in partnership with communities



Northern Lincolnshire and Goole FT **Clinical observation training and end-of-life training for care sector and Community Response Team GP**

During the COVID-19 pandemic, North Lincolnshire Community Services worked collaboratively with partners to deliver three new, innovative and high impact services for our community:

- Clinical observation training – a virtual training service on 'how to undertake clinical observations and escalate the findings'.
- End-of-life training – further virtual training service to support carers to effectively identify when residents were entering their last days of life, and how to provide the appropriate care.
- Community Response Team GP - GP role introduced to provide community practitioners with medical advice, instilling the confidence in them that managing a patient at home is safe and appropriate.



Peak Edge Primary Care Network, King Egbert School, Meadowhead School, Door 43, Chillipep, Sheffield Futures and Sheffield CCG **Peak Edge Neighbourhood School Transformation Project**

In partnership, Peak Edge Primary Care Network (PCN), two local schools and voluntary sector organisations have implemented a unique mental health support service. With the goal of, breaking down barriers between schools and GPs and reducing the stigma of mental health issues.

This PCN's unique opportunity see's primary care involved in young people's mental health journey, removes barriers and provides tools for healthy minds. Additionally, sixth form students are trained to support those in earlier years. Positive outcomes include reduced incidents of school mental health issues and reduction in student self-harm reports.



Southern Health FT **Frailty Admission Avoidance Service**

When we applied for the HSJ award we applied as the Frailty Admission Avoidance Service. This was a winter pressures project that enabled us to model an admission avoidance service embedded in primary care and provided by community care provider.

Since applying we have spread to a fully commissioned model across a wide area going from a 50,000 to 500,000 population. Our model is one of Advanced Clinical Practice supported by our primary and secondary care colleagues and clinically led by a Consultant Practitioner. The service provides right care right place right time for our patients.

CATEGORY PARTNER



At Operose Health, we are experts in working with complex health systems to transform quality of care and patient experience.

Our portfolio of services to patients includes primary care and mental health. We are part of a global business family with over 30 years' experience of delivering high quality care in the most simple and seamless way for patients.

WINNER



JUDGES COMMENTS

The judges said this was an outstanding entry and clearly showcased a values-driven, innovative, high-performing NHS organisation. The presentation was inspiring and really moving. One judge said they were blown away! And another said that everything sings and hums. There is an embedded learning culture supported through an Innovation Hub and Panel to enable continuous quality improvement. The approach to individual risk assessments demonstrated that the safety and wellbeing of both staff and service users is at the centre of everything the organisation does.



MENTAL HEALTH TRUST OF THE YEAR

HIGHLY COMMENDED



West London Trust

We're one of the most diverse healthcare providers in the UK, delivering a range of mental health, physical healthcare and community services commissioned locally and nationally. We run Broadmoor Hospital, one of only three high secure hospitals in the country and one of the highest profile mental healthcare settings in the world. Establishing our position delivering high quality care, across such diverse clinical services, to some of the most vulnerable people in society has proved to be our biggest challenge in recent years. We're very proud of the significant progress we've made to meet our ambitions for our service users and staff.

JUDGES COMMENTS

The team presented a clear vision as champions for parity of esteem; good system partners; and a focus on innovation with compassion. They demonstrated clear co-production and service user engagement; strong advocacy for mental health; collaboration to transform patient care; and improved level of confidence in the trust from key stakeholders. The arrangements in place to support BAME staff and patients were very impressive.

FINALISTS



Lincolnshire Partnership FT

Proud to represent Lincolnshire, we are passionate about providing the best mental health and learning disability care. Our vision is to enable people to live well, in their communities. We

have transformed our services to ensure a truly person-centric approach for everyone.

In celebrating being shortlisted, we want shine light on our remarkable staff who go the extra mile every day to improve the quality of life of Lincolnshire's most vulnerable people. We are proud of our people: our staff, volunteers, carers and Governors, who actively live and embody our shared values of compassion, innovation, integrity, pride and valuing everybody.



Midlands Partnership FT

Midlands Partnership NHS Foundation Trust is an integrated provider of mental health, learning disabilities, community and adult social care services; delivering a single joined-up service around

the individual; reducing confusion and duplication. Our early intervention in psychosis team, was the first such service to be accredited by the Royal College of Psychiatrists.

Also accredited is our award-winning hospital avoidance programme based on an older adult inpatient mental health ward; rated Outstanding by CQC.

We are committed to delivering high quality services and use the Virginia Mason Production System and to make MPFT a fantastic place to work.

MENTAL HEALTH TRUST OF THE YEAR

FINALISTS



Somerset FT

Somerset Foundation Trust's ambition is for people across Somerset to live healthy, independent lives, supported by thriving, connected communities getting support when and

where they need it. 2020 has escalated this approach to a whole system vision; which is testament to our commitment to improving mental health services with a focus on meeting individual needs.

Open Mental Health is a co-produced partnership with our Voluntary and Community Sector Mental Health Alliance enabling Somerset's residents to access a network of offers from all parts of the health and care system and the development of a community asset enriched mental health ecosystem.



Southern Health and Social Care Trust

We aimed to innovatively promote mental health and wellbeing for local people whilst also providing the right care from the right service in a timely way for people with mental health issues. Our achievements are:

- significantly improved waiting times
- building relationships with the Mental Health Forum and Recovery College.
- Service user involvement, participation and patient experience is at the centre of all services'
- the development of a Well Mind Hub.
- the launch of Stress Control Classes with Southern Regional College.
- the introduction of the Primary Mental Health Care book to ensure pathways are efficiently and thoroughly followed for all patients.

CATEGORY PARTNER



TPP is a digital health company, committed to delivering world-class healthcare software around the world. Founded in 1997 with the vision of connecting up patient records across the NHS, TPP continues to be at the forefront of healthcare innovation.

Its EHR product, SystemOne, is used by over 7,000 NHS organisations in over 25 different care settings. This includes significant deployments in Acute Hospitals, Emergency Departments, Social Care services and General Practice. In terms of Mental Health, TPP has developed a market leading product which is now used in 18 out of 54 Mental Health Trusts in England.

ACUTE OR SPECIALIST TRUST OF THE YEAR

WINNER



SHERWOOD FOREST HOSPITALS FT

Sherwood Forest Hospitals NHS Foundation Trust. We are a Trust with a sustained record of improvement, with the best staff engagement scores in the Midlands and the only Outstanding hospital site in the region. We are integrated in our community, living our Healthier Communities, Outstanding Care strategy with a focus on the physical and mental wellbeing of our colleagues. Leaders within our system we are hugely proud of the TeamSFH response to Covid-19 in terms of patient care, colleague welfare and community engagement.

JUDGES COMMENTS

The judges were inspired and unanimous in their decision. They were impressed by the 5 year improvement journey to outstanding. They also appreciated the humble and authentic presentation of their improvements. Sharing of good practice and outreach to support other organisations across the NHS, supported the view that their internal improvements were sustainable. There was a good balance of evidence and measurement, coupled with patient and staff experience and feedback. The use of patient and staff stories to demonstrate the improvements was admirable and showcased the role of Sherwood as an anchor institution in the local community.

ACUTE OR SPECIALIST TRUST OF THE YEAR

HIGHLY COMMENDED



Northumbria Healthcare FT

2020 has been an exceptionally busy year by any normal standards, with great outcomes for Northumbria on all key quality priorities. Given all that has happened in an incredible year of meeting the challenge of the pandemic head on, I feel especially motivated to enter this year. I want to pay tribute to the extraordinary contribution of my colleagues, and some of our key learning from a quality perspective.

Covid-19 has provided an important reminder that we need a relentless focus on what is important for patients and staff. This enabled us to be rated 'Outstanding' for the second time.

JUDGES COMMENTS

The judges said this was a great submission with measurable and demonstrable evidence of sustained success across all domains. They specifically want to commend the Rubic QI work and their international outreach to Tanzania. The ability to reach out beyond their local boundaries with international sharing of their teaching programme was very impressive.

FINALISTS



Epsom and St Helier University Hospitals Trust

The improvements we have delivered in recent years have resulted in a complete transformation for our organisation, and although these

improvements run across and through our Trust, they all come back to three golden threads:

- Delivering a future - After decades of strategic inertia, we have transformed patient outcomes and delivered on our ambition to secure a viable and long-term future where outstanding care is key
- Co-designed a compassionate culture - through an extensive programme of co-design we made 'respect' our core value
- Pioneering partnerships - We led the way in creating, developing and spreading integrated care partnerships



Maidstone and Tunbridge Wells Trust

Maidstone and Tunbridge Wells NHS Trust has transformed its services in the last five years. The Trust is now one of the top performing Trusts in the

country for cancer services, and has moved from a history of intervention to being regarded as a leader in high quality care provision and innovation.

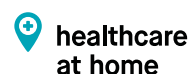
We have come so far by ensuring that we put the power of change in the hands of our people. Our mission is simple: to provide outstanding care, delivered by our exceptional people.

THANK YOU TO OUR PARTNERS

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