

HSJ
Efficiency
AWARDS 2012



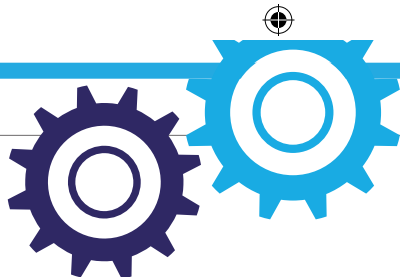
In association with:
 HEALTHTRUST EUROPE

*Championing
innovation in
efficiency*

2012

AWARDS

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Supplement editor Claire Read
Design Judy Skidmore

2012 was the year the truth about the NHS efficiency drive became crystal clear to even the most casual observer. This was no dash to a 2015 finish line. The state of public finances made it clear that the need for unprecedented efficiency gains would last the decade.

The quality, innovation, productivity and prevention programme was transferred to the NHS Commissioning Board along with its steward Jim Easton – who told *HSJ* that QIPP would be “a dominant medium” in healthcare leadership beyond the next election and public spending cycle.

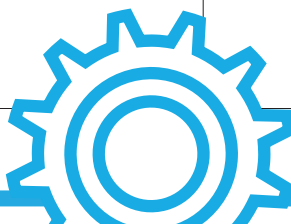
In the same week *HSJ* revealed the first regional analysis of the QIPP programme, which showed that primary care trusts are aiming to deliver savings worth a total of £13bn by 2014-15.

Of course, not all these regional programmes are worthy of journeying under the QIPP brand. Some are simply crudely disguised cuts. It is also sadly the case that not all the best intentioned programmes will succeed in delivering improved efficiency.

But the second *HSJ* Efficiency Awards, in association with HealthTrust Europe, gives considerable reason to hope for the best. These pages provide the best evidence yet that some NHS organisations and their partners are reconfiguring services and systems in a way that delivers more for less.

The efficiency revolution – and these awards – are also demonstrating how departments and functions too often given insufficient focus have significant contributions to make. Those working in areas such as procurement and estates management are now increasingly getting the boardroom attention they deserve. The same factors also mean that some of the NHS's most sacred cows are having to justify their place in the herd. Advances in medicines management and clinical support services are challenging practices that have remained untouched for decades.

HSJ thanks our Efficiency Awards sponsors and judges and we congratulate all our winners and shortlisted entrants. Read on to learn how the NHS is remaking itself.



EFFICIENCY IN TRAINING AND DEVELOPMENT

WINNER



Seán Bradbury and Stella Clayton

CHESHIRE AND MERSEYSIDE TEACHING PRIMARY CARE TRUST COLLABORATIVE

The North West Core Skills Programme

The North West Core Skills Programme addresses the long standing issue of efficiently delivering statutory and mandatory training. The programme has used a collaborative approach to develop a framework of agreed training standards, with key partners including NHS North West, North West Health Innovation and Education Cluster, Skills for Health, and Mersey and North West Deaneries. The programme means that training is recognised across NHS organisations and education institutions in the north west region and removes unnecessary duplication. This has particularly benefited the 5,000 junior doctors and 10,000 healthcare students who rotate across the NHS and who often receive duplicated training.

Judges' comments Addresses the age old problem of how to deliver induction and mandatory training. Impressive scale, scope and can-do attitude, all backed by a very clear business case.

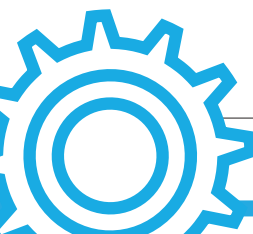
HIGHLY COMMENDED

EAST CHESHIRE TRUST MATERNITY SERVICE

Delivering maternity training

Training is viewed as an essential component of the trust's quality governance framework. Its approach includes the use of simulation focusing on human factors to improve the care of women and neonates.

Sponsored by



FINALISTS

THE EAST MIDLANDS LEADERSHIP ACADEMY

Collaboration at the frontline

Collaboration at the frontline aims to develop dynamic, visible clinical leaders who can help deliver the strategic vision for services in the region. Its innovative methodology enables different staff groups from different backgrounds to develop an integrated approach to addressing QIPP.

THE EAST MIDLANDS LEADERSHIP ACADEMY

Emerging Leaders

The Emerging Leaders programme offers junior managers the opportunity to explore new thinking and skills aligned to QIPP. Each participant is required to lead on a service improvement project which addresses challenges faced by the NHS today.

NORFOLK AND NORWICH UNIVERSITY HOSPITALS FOUNDATION TRUST

NHS Apprentices

The introduction of apprentice posts has transformed recruitment at the organisation. Using apprenticeship frameworks as a gold standard, existing staff in Bands 1-4 are also trained to the highest standards. A pre-apprenticeship programme has now been launched for local college students.

NORTHERN BURN CARE NETWORK

Link nurse framework

The link nurse framework helps provide burns management training to non-specialist nurses in emergency departments, minor injury units, walk-in centres, prisons and mental health services. The result has been a reduction in the number of inappropriate referrals to burn care services.

THE ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS TRUST

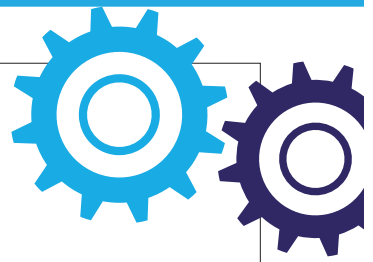
A strategy for developing the healthcare assistant workforce through preceptorship and training

By adopting the preceptorship model – established throughout the NHS for newly qualified staff – and applying it to healthcare assistants new to the trust, the organisation has provided structured training and a platform for specialist practitioners to educate healthcare assistants.

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Harnessing technology to deliver clinical systems training

The introduction of e-learning has provided 24/7 access to training and the ability to track learning and competence. Following an investment of £20,000, £95,000 in recurrent costs have been saved and the number of training courses completed has significantly increased.



THE JUDGES



Susan Acott chief executive, Dartford and Gravesham Trust



Charles Alessi chairman, National Association of Primary Care



Stuart Bain chief executive, East Kent Hospitals University Foundation Trust



Lorraine Bewes director of finance and information, Chelsea and Westminster Hospital Foundation Trust



Randall Bowen head of energy performance, British Gas



Nick Carver chief executive, East and North Hertfordshire Trust



Peter Coates commercial director, DH



Andy Cowper editor, Health Policy Insight



Colin Cram managing director, Marc 1 Ltd



Helen Crisp assistant director of research and evaluation, The Health Foundation



Anna Dixon director of policy, The King's Fund



Jim Easton national director of improvement and efficiency, DH



Mike Evans customer lead (Birmingham and Solihull), Healthcare Commissioning Services



Steve Fairman director of improvement and efficiency, NHS South of England



Jo Farrar director of finance, Homerton University Hospital Foundation Trust



Debbie Fleming chief executive, the SHIP PCT Cluster



David Flory deputy NHS chief executive, DH



Jenny Hargrave head of workforce strategy, NHS Professionals



Andrew Hawes director, Newton Europe



Alastair Henderson chief executive, Academy of Medical Royal Colleges



Helen Hirst chief officer designate, Bradford City and Bradford clinical commissioning groups



Candace Imison deputy director of policy, The King's Fund



Jonathan Kay professor of health informatics, City University London



Mayur Lakhani chair, National Council for Palliative Care



Gillian Leng deputy chief executive and director for health and social care, National Institute for Health and Clinical Excellence



Tim Litherland national chair, Health Estates & Facilities Management Association



Kirsten Major director of service development, Sheffield Teaching Hospitals Foundation Trust



Andy McKeon managing director of health, Audit Commission



John Oldham national clinical lead – quality and productivity, DH



Linda Patterson clinical vice president, Royal College of Physicians



David Peat non executive director North West Ambulance Trust and retired NHS trust chief executive



David Pencheon director, NHS Sustainable Development Unit



Janet Perry NHS chief financial controller, DH



Phillip Pickstock assistant general manager, Toyota Tsusho UK Ltd



Jon Restell chief executive, Managers in Partnership



Bob Ricketts director of NHS provider transition, DH



Francis Rottenburg senior business manager, British Gas Business Services



Ros Roughton deputy director of commissioning development, NHS Commissioning Board



Dean Royles director, NHS Employers



Philip Scott senior lecturer in information systems, University of Portsmouth



Pete Shergill head of national and strategic accounts, Lloydspharmacy Healthcare Services



Janice Sigsworth director of nursing, Imperial College Healthcare Trust



Mike Sinclair chairman, Health Informatics Congress, vice-chair professionalism and vice-chair events, BCS Health



Dimitri Spyridonidis research associate, health management group, Imperial College London



Ming Tang managing director of the South Yorkshire NHS commissioning support service



Natasha Tobin director, Russell Square Communications and Chartered Institute of PR council member



Aris Vrettos programme development director, University of Cambridge Programme for Sustainability Leadership



Angela Wale business manager, HealthTrust Europe



Jonathan Wedgbury chief executive, HealthTrust Europe



Terry Young chair of healthcare systems, Brunel University

