

NHS Live Annual Report 2005/6

Permission to think big and bold



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Foreword by Sir Ian Carruthers OBE, Acting NHS Chief Executive



As NHS Live moves into its third year it is clear that the NHS is experiencing some of the most significant changes in its history. These changes put the patient at the heart of everything we do and give frontline staff an even greater stake in transforming care. We are delivering more and improved health care with waiting times shorter than ever.

NHS Live is one of a number of programmes within the NHS enabling staff to support and accelerate these improvements and offers a unique, simple, accessible and effective way of doing so. At a time when the pressures on the NHS are unrelenting, the NHS Live programme has continued to support and encourage projects in improving the patient and staff experience throughout all areas of the country.

The achievements through NHS Live are impressive. Project teams are responding to the specific needs of communities and are now delivering improvements such as the introduction of community pharmacists in Bristol; improving access to healthcare for gypsies and travellers in Newark and Sherwood; and the development of emergency care protocols to reduce emergency admissions in Greater Manchester.

Above all, we must remember that people come first and that is why there is an absolute determination to continue delivering the best possible care and treatment for patients. Experience in the NHS tells me that this can only be done through our staff. NHS Live is enabling this to happen.

It is fitting that NHS Live is soon to be part of the NHS Institute for Improvement and Innovation as it is a valuable national resource for learning and improvement.

Introduction by Christine Beasley, Chief Nursing Officer, Department of Health



I am very pleased to introduce the second NHS Live annual report. At a time when the NHS is going through a period of significant reform and great challenge and while we aim to provide more services outside of hospital and closer to home, we must continue to ensure that the patients' experience of care is of the highest quality wherever that care is given.

NHS Live is doing just that. By bringing patients and carers together with the staff that care for them and by providing a learning and networking environment the programme provides a truly responsive way of delivering improvement.

With project leaders drawn from a wide variety of backgrounds, including a significant number of nurses and allied health professional staff, the local NHS Live teams are making a real impact within their local health economies. The teams are working with enthusiasm and passion and examples of innovation and improvement are beginning to cascade on a wider basis throughout the NHS.

They span the full range of health and social care activity and include the widely acclaimed human milk bank scheme at the Countess of Chester NHS Foundation Trust; the award winning Ambulance Cycle Response Unit at London Ambulance Service and the highly successful Routes 2 Employment scheme now operating in the North East London and East London and the City Mental Health Trusts.

NHS Live is working across boundaries, helping to inspire and nurture these projects, and in this way is delivering lasting improvement.

1. An Overview

NHS Live is a national programme supporting local projects to improve the patient and staff experience.

It began in 2004, initially as a year long programme to accelerate change across the NHS by creating a national framework for learning and improvement. To be successful NHS Live had to engage the energy of staff, patients, carers and stakeholders at a local level and connect this into a national network to build scale, profile and momentum – and deliver value for everyone involved.

Now as the programme moves into its third year with almost 200 working projects it retains its founding principles linked to a patient led NHS. Each NHS Live project team must include patient, carer or public participation. Today many of the projects are actively linked to local patient groups and community organisations.

It continues to embody a bottom up approach to improvement and change within the NHS through a network of frontline projects. NHS Live is a catalyst for innovation enabling providers and users to think differently about how health and social care services are delivered.

The programme provides staff with opportunities to network at several levels:

Locally: with patients, carers, staff and the public

Regionally: sharing learning within the Strategic Health Authority (SHA) and other project teams

Nationally: countrywide – with DH Clinical Directors and Policy Leads

1.1 Principles and Support Programme

The programme has six operating principles:

Involving patients, carers, public, staff, and stakeholders in identifying, planning and delivering improvement projects.

Learning between staff, project teams, corporate partners, NHS and Social Care organisations, SHAs and the Department of Health.

Improving the experience of patients, carers, public and staff at a local community level.

Mainstreaming project teams' work by linking it with national policies and priorities and by spreading best practice and new ways of working with other NHS Live projects and with other NHS and Social Care organisations.

Sustaining improvement and enthusiasm by extending NHS Live projects beyond the "pilot" stage and helping and encouraging organisations to view the project as the norm.

Evaluating the effect of the programme and the progress of the projects – demonstrating real improvements at local, regional and national levels.

'Responding to the Choice Agenda' the NHS Live project at Derby Hospitals NHS Foundation Trust aims to streamline the process of booking surgery with consultants in Derbyshire hospitals and is now significantly reducing and eliminating waiting time and cancelled operations.

During a recent telephone audit of patients who have been affected by the project, the following comments were received:

“It makes such a pleasant change to deal with one person who knows you and your background. You appreciate simple things like not having to explain yourself over and over.”

“The process is quicker and more straightforward, which makes booking an appointment less stressful. If you're anxious and impatient to get your operation out the way, as I was, then it's a welcome change.”

“A much more sensible approach. It's one of those simple changes that makes you wonder 'why weren't they doing this all along?'”

The principles are delivered through an active support programme which in 2005/6 featured:

- Two learning workshops for project leaders, SHA coordinators and Corporate Partners in London (July) and Bolton (September)
- A major National Event and Exhibition for project leaders, teams, SHA coordinators and Corporate Partners at the ExCel centre (December) – linked to the Health and Social Care Awards
- Two joint SHA coordinator and Corporate Partner events in London (May 2005 and March 2006)
- Local and Regional learning workshops – organised by local health communities, SHAs and local improvement networks. These have taken place in Lancaster, Hereford, Birmingham, Plymouth, the West Country, Nottingham, Sheffield, NE London, Manchester, Preston, Chesterfield and many more.

These take a variety of forms ranging from simple networking opportunities through to large scale learning events.

“NHS Live fits exactly with the role of Knowledge Management. It helps innovative practice to emerge. It is wonderful to be involved with people who are so positive about their work, you immediately want to help them in any way you can. I have put on workshops all over Cumbria and Lancashire where NHS Live sits very happily alongside all other service improvements within the SHA.”

Frank Andrews, Knowledge Manager/SHA Coordinator Cumbria and Lancashire SHA

- The programme has also featured a number of Corporate Partner hosted learning events – with audiences from both partnered and unmatched projects. These have included two popular BT events in July 2005 and February 2006 and a well attended AstraZeneca networking event in November 2005.
- An interactive website – re- launched in July 2005
- A dedicated helpline
- Tools for learning and implementation
- One to one dialogue opportunities for project leaders with clinical leads and health experts such as Sir George Alberti, Mike Richards, Professor Bernard Crump, Harry Cayton and many more.
- Support from SHA coordinators to maintain momentum of projects, access learning and accelerate improvement locally
- Help and encouragement with submissions to the annual Health and Social Care Awards

1.2 Corporate Partnerships

NHS Live provides the opportunity for learning and development partnerships with leading private sector organisations. In 2005/6 the programme has been supported by AstraZeneca, Boots, BT, GE Healthcare, Olympus and Oracle providing sponsorship for the programme as a whole.

Corporate Partners work with a number of local project teams by providing managerial, technological, marketing and specialist expertise to the project development. This provides local NHS and Social Care Trusts with a unique opportunity to be matched with a private sector company and develop as part of a valuable two-way learning relationship.

The matching of Corporate Partners continues to be extremely popular with project leaders, encouraging new ways of thinking. The March 2006 measurement exercise and evaluation results also show that these partnerships clearly accelerate the rate of progress and improvement of projects.

Corporate Partners are also playing an increasing role in wider elements of the programme including substantial presence and input at both local and national learning workshops.

“*The real benefit to Olympus has been to work alongside staff in the NHS and to gain a much better understanding of how the NHS works.*”

Andrew Dyckhoff, Olympus

1.3 SHA Coordination

The whole enterprise has been underpinned by a network of Strategic Health Authority NHS Live Coordinators responsible for promoting, enabling and supporting the improvement projects within their area. These individuals, many undertaking the role in addition to their normal functions, have been central to the development and success of the programme.

With the organisational changes due to take place in 2006/7 NHS Live is looking to the newly appointed SHA Chief Executives to support the continued development of the programme and the value that it brings. This will be achieved by allocating a specific responsibility for NHS Live to ten designated Coordinators as part of their SHA responsibilities.

1.4 How it Works



“ *NHS Live is essentially a grass roots movement with projects devised by staff, focused on the patient and all about trying to improve the NHS.* **”**

Sir Liam Donaldson, Chief Medical Officer

2. Stimulating and Sustaining Improvement

Local projects are at the heart of NHS Live with teams brought together to tackle issues that will improve the patient or staff experience within an organisation or wider health community.

During 2005/6 171 projects have either re registered or have newly registered with the programme, e.g. The Asthma Credit Card – a self help scheme in Heartlands PCT and Touching Miracles – an empowerment programme for the elderly at Lewes Victoria Hospital. NHS Live has sparked some into action and others have continued their progress with their projects. A number of projects, such as the Minor Ailments Scheme in Leeds, reached full implementation at the end of the first year

To provide lasting benefits, projects should not be thought of as one-offs but rather as a sustainable programme of activities moving beyond the horizon of each NHS Live yearly cycle.

Several projects, now in their second year, have successfully moved from a pilot scheme stage into fully developed and widely deployed services delivering lasting benefits for patients.

Rosemary James

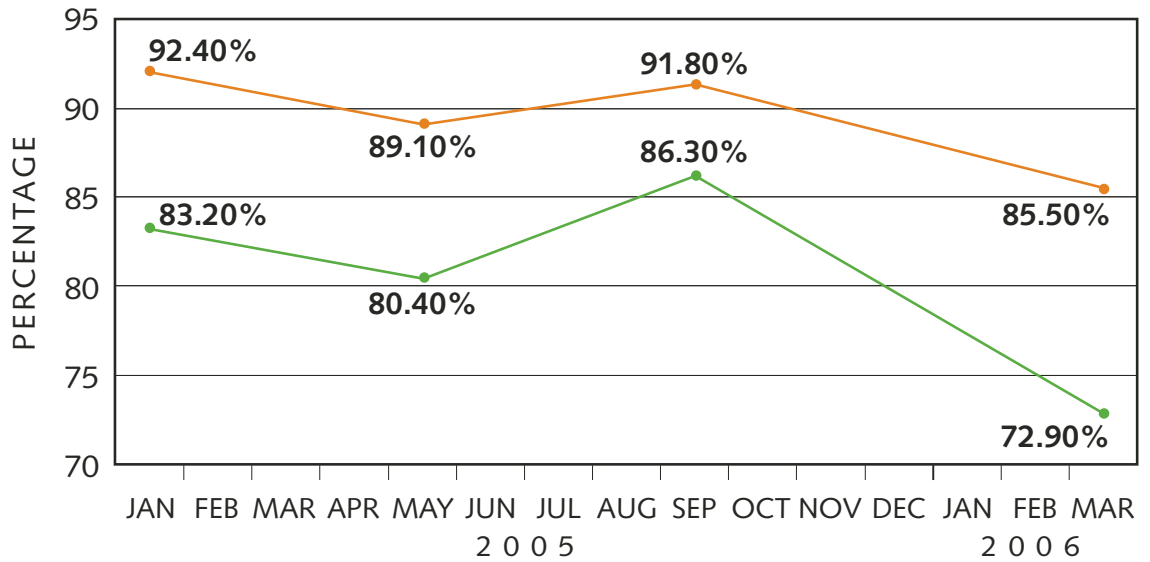
Patient of Mr Aprajay Golash, Consultant Neurosurgeon at the Royal Preston Hospital in Lancashire undertaking the ‘Streamlining the Neurosurgical Pathway’ project, to speed up the assessment and diagnostic process for neurosurgical patients. The project, one of the first to be registered in year one, makes maximum use of modern technology, including digital image transfers and phone assessments.

Rosemary James suffers from chronic spinal pain. When she slipped a disc, last year, she feared her wait for an operation would be long and drawn out. Thanks to the NHS Live project, her fears were allayed.

“It’s easy for me to observe the effect of the project because I was treated for the same condition – a slipped disc – both before and after the project was implemented. Before, I had to make pointless trips to the hospital for very brief appointments and I waited for almost a year to get an operation.

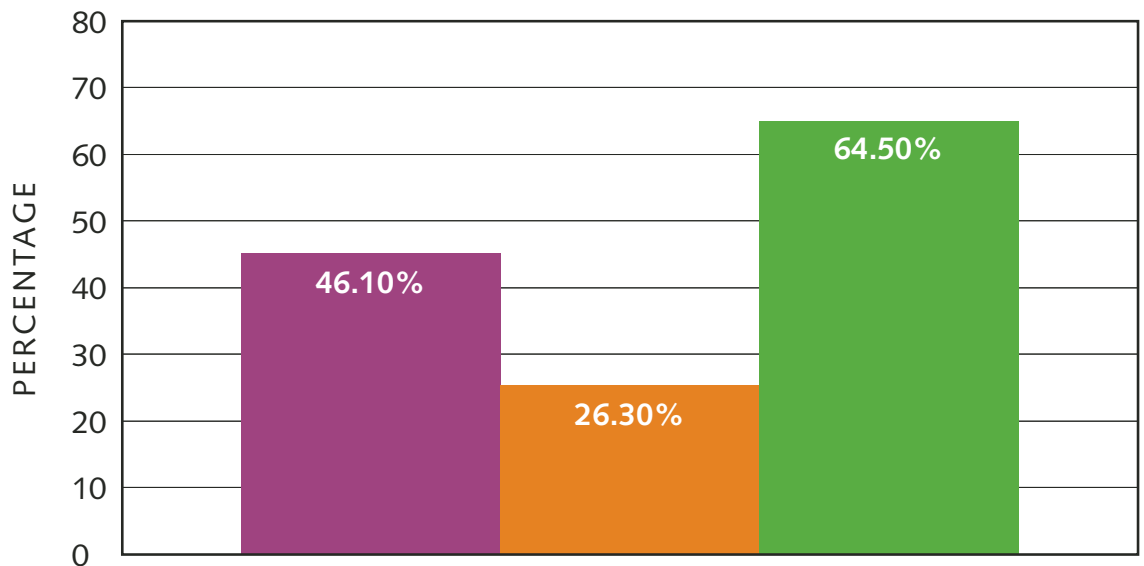
Once the project was put in place, I saved so much time and effort by speaking to my consultant and nurse on the phone. Both had a lovely telephone manner and explained things to me fully and clearly. I can’t stress how important time-saving is to someone in pain. As far as I’m concerned, the project has spared me months of suffering.”

PROJECTS ON TRACK



- We are on track to achieve the planned outcomes of our NHS Live project.
- We are confident that our NHS Live project will deliver value for patients, carers, public and staff.

IMPACT OF NHS LIVE ON PROJECTS



- We are learning faster because of NHS Live.
- NHS Live was the spark which started our project.
- When we have met other leaders, corporate partners and DH Leads at NHS Live events our discussions have been useful.

3. Enabling Learning

NHS Live aims to help and equip NHS Live Leaders and their project teams to be more confident, ambitious and radical in their approach to change enabling the experience and outcomes for patients and staff to be significantly improved.

The programme achieves this in a variety of ways including the provision of national learning workshops. Three such events took place in 2005/6 providing an opportunity for leaders to learn from recognised specialists and health leaders as well as other NHS Live projects. As always at these events networking time was precious and there were also opportunities to share experiences of both project and personal development.

These events are supported by the constantly developing website and the increasing number of regional learning events taking place throughout the country – often SHA wide improvement events at which NHS Live is now making a valuable contribution.

Halima Farah

Lives in Hackney, London, having recently moved to England from Somalia. She is a beneficiary and supporter of the Health Guides Project, another longstanding NHS Live project developed by North East London SHA in partnership with Social Action for Health. Local people from ethnic minority communities act as health guides to help each other understand and make full use of available health and related services.

“ My English is very poor, so when I first arrived in Hackney, I had no idea about health services or what to do if I felt unwell. I didn't know you could go to a pharmacist if you had a headache or sore throat, so I wasted time waiting to see my GP.

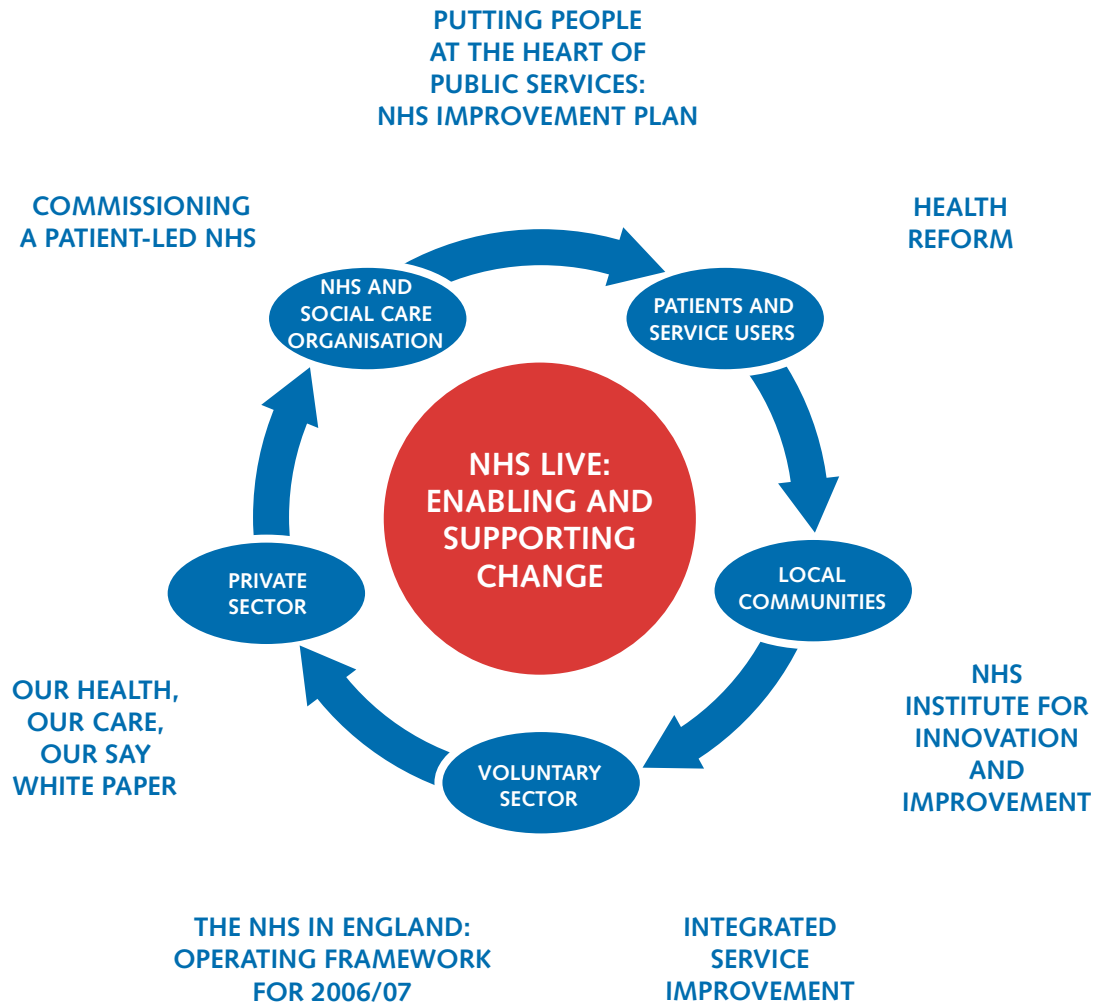
Having had a session with the health guide, I have a much better idea of how I can deal with different types of health problems. Before, if I'd cut myself or sprained a muscle, I would have called an ambulance. I now know I can use the walk-in centre.

The health guide sessions are benefiting so many people – far more than those who actually attend the sessions, because as soon as one person knows how the health service works, they share their knowledge with their community and it spreads quickly.

Before, I was like a blind person who couldn't find the door. Now someone has guided me there, I can make my own way. ”

Translated by Nimo Mohamed

NHS LIVE – CONTINUING TO SUPPORT LOCAL ACTION



4. Recognising Achievement

NHS Live gives projects the opportunity to showcase their achievements through the website and at local and national events. As well as enabling the spread of good practice it gives leaders and their team members an opportunity to celebrate something they have done well.

The programme has a strong link with the Health and Social Care Awards and leaders are encouraged to submit their projects for the annual awards.

During 2005/6 20 projects received recognition and awards for their achievements with the Cycle Response Team Project from London Ambulance Service winning the Health and Social Care Awards Special award.

Cheshire woman of the Year 2004. Health & Social Care Award: Nurse/ Midwife of the Year 2005	Lynda Coulter, Countess of Chester NHS Foundation Trust
Investing In Your Health Award 2005 (Bedfordshire & Hertfordshire Health Authority)	Bedford PCT
Bedford PCT Cheers Award 2005	
IPAS award for inspirational leadership project	Essex Ambulance
Health and Social Care Award winners/Southern Region/ Health Inequalities 2005	South West Peninsula SHA
Finalist National Health and Social Care Awards 2005	
Internal Trust “Over and above award” for last years NHS Live project team.	Cambridgeshire University Teaching Hospitals

Highly Commended – West Yorkshire Modernisation Award 2005	Bradford City Teaching PCT
PCT Innovation Award	Barnsley PCT
The midwife lead received Trust employee of the year	Buckinghamshire Hospitals
SHA runner up Achievement Award	East Lancashire Hospitals
Health Foundation Leading Practice Through Research Award	
WRVS Service Improvement Award	Wrightington Wigan and Leigh NHS Trust
Greater Manchester Award for PPI	
Runner up in IM & T category in SC & H Awards (Regional winner)	Sedgefield PCT
2nd Prize in local Celebrating Success Event in Patient Choice category	Derby Hospitals Foundation Trust
As a partner with South Warwickshire PCT, awarded the Health & Social Care Award (2005) – Emergency Care Award, for Unscheduled Care and Out of Hours	Coventry and Warwickshire Ambulance
South Tyne & Wear Clinical Governance Award	City Hospitals Sunderland
Patient Safety award for the Health & Social Care Awards, Midlands & East Region	Nottingham City Hospital
Second in BEST conference category for a 5 star service.	Walsall Hospitals NHS Trust
Health and Social Care Award 2005. Social Care Award South Region Finalist	South West Peninsula

Trent Inspiring Success 2005 for 24/7 access.	East Midlands Ambulance Service NHS Trust
Runner up Award – Mental Health section	Swindon Psychology and Counselling Primary Care Service
Thames valley celebrating success award	Milton Keynes PCT & MK General Hospital

Awards for the NHS live programme

- Management Consultancies Association (MCA) Silver Award for Change Management 2005
- Communications in Business (CiB) Communications Excellence Award 2005 for stakeholder involvement
- 'Events' magazine Gold award for Best Conference/Marketplace
- Gold award for Most Effective Event by Sector.

Edward Carvell Atkins

Patient at Norfolk and Norwich University Hospital

Edward Carvell Atkins has high praise for the Health Map Project, a North Norfolk wide campaign which is improving people's awareness of non-emergency services.

“ *I suffer from poor health, so for me, it was very important to be aware of the services that are available. I've found it reassuring to think I know where to go if anything goes wrong.*

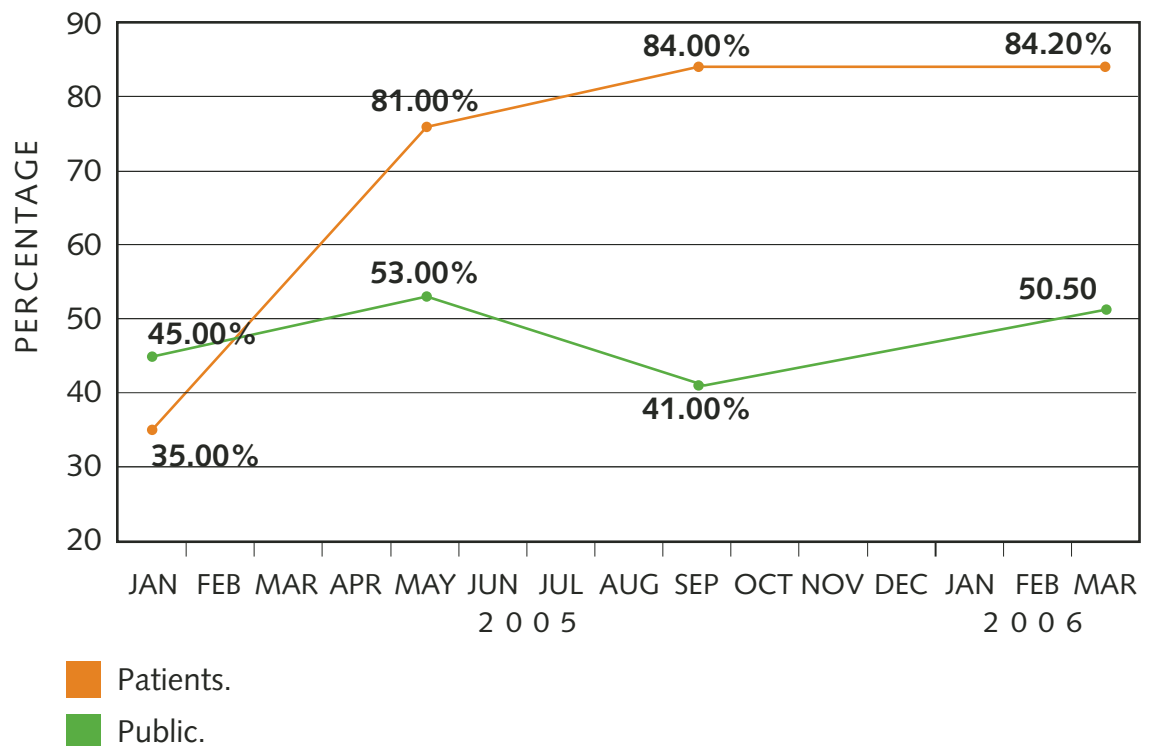
I thought the material produced by the hospital was very impressive – clear, informative and interesting. My wife and I have kept the booklet and I'm sure we'll be making use of it again. **”**

5. Stakeholder Engagement

Patient, carer, public and staff involvement are central to the founding principles of NHS Live. Many of the ideas for NHS Live improvement projects come from patients and staff who simply want to improve services to provide a better experience, no matter how big or small. Each project team has patient, carer or public input often through specific individuals and also through related organisations.

In turn, the NHS Live programme is beginning to have a significant impact in helping NHS and Social Care staff understand the real application and importance of patient and public involvement

PATIENT AND PUBLIC INVOLVEMENT



Ann Mitchell – Resident of Redruth

Ann Mitchell is a beneficiary of the REACH project (Redruth Enabling Active Community Health), one of the first ever NHS Live projects, which set out to tackle a variety of health issues by involving everyone in the Community. In particular it is now reducing the inappropriate use of emergency care services as well as integrating healthcare with community based initiatives. Residents of Redruth now have access to a dedicated paramedic.

“ The change in the community’s attitude to healthcare workers has been astounding. Before, my grandchildren were frightened to travel in an ambulance; now, they approach the paramedic when they see him just for a chat.

There used to be a lot of underage drinking in the area, but this has definitely gone down since the project started. There’s one particular girl – a friend of my granddaughter’s – who has stopped drinking altogether.

The preventative work being done is also really impressive. Its one thing to be treating illness, but it’s also important to educate people about how to avoid getting unwell in the first place. That is exactly what this project is doing. ”

A key feature of the NHS Live programme is the opportunity it creates for two-way learning partnerships between local project teams and leading private sector firms.

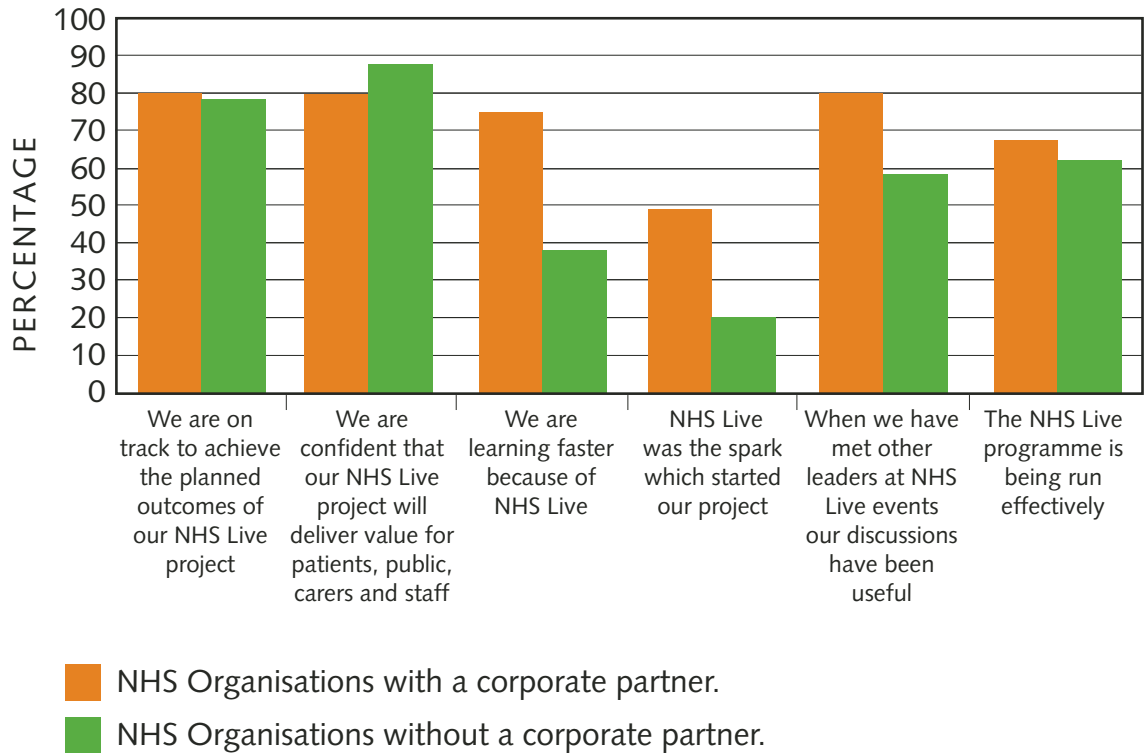
Six organisations are currently contributing to the programme working in partnership with matched NHS Live projects. Corporate partners contribute different perspectives as well as managerial, marketing and specialist expertise through close collaboration and working with NHS Live project teams.

Corporate partners also share learning and expertise with the wider NHS Live community through presentations and knowledge sharing at local, regional and national events.

Project teams working directly with corporate partners have found the experience both challenging and rewarding and as the final round of measurement in March 2006 showed, very beneficial.

Corporate partners themselves gain unique insights into today’s NHS and apply this as appropriately within their core business, tailoring their products and services more effectively to the needs of the NHS.

IMPACT OF CORPORATE PARTNERING



“
When we talk about a patient led NHS it isn't a slogan – it's what everyone involved in NHS Live is doing. They are listening to patients and users; they are working with people in the community and changing the way they do things.
”

Patricia Hewitt, Secretary of State for Health

6. Financial Overview

NHS Live was funded in its second year by:

- Corporate Partners who each paid up to £200,000
- Department of Health

The programme budget was spent on:

- The national event in December 2005
- Two other NHS Live national learning workshops for leaders
- Two SHA coordinator and Corporate Partner learning workshops
- Website development and maintenance
- Programme design, support and delivery
- Communications including video/teleconferences, helpline etc.

7. Moving On – NHS Institute for Innovation and Improvement



“I have been pleased to support the NHS Live programme since its inception and am delighted that it is now about to move into the NHS Institute for Innovation and Improvement.

One of the best things about NHS Live is its degree of involvement and engagement with staff, patients and carers. As I have seen at the learning events, the project teams are full of people who are passionate about what they are doing. With support from the national programme, they are now having a real impact in improving the service.

The NHS Institute exists to improve health outcomes and raise the quality of delivery by accelerating and fostering innovation and improvement throughout the service. It needs strong links with local people providing local solutions to local health issues. NHS Live will provide one of these links to ground the NHS Institute’s practice with local reality. In turn, the NHS Institute can accelerate learning from the projects, help spread best practice and importantly, recognise and celebrate their achievements.”

Professor Bernard Crump, Chief Executive, NHS Institute for Innovation and Improvement and member of NHS Live Steering Group



“I am proud to continue my involvement with NHS Live. This is a truly bottom up programme that makes things happen.

With its unique approach to learning and networking and the opportunity to work with private sector corporate partners, it offers Trusts and PCTs a really effective way of delivering service improvement.

NHS Live projects are now delivering on a whole range of schemes and initiatives and the programme retains its sustained support at the highest levels of the NHS.

I welcome the move to the NHS Institute and look forward to seeing further progress and successes.”

Mike Farrar, Chief Executive NHS North West and member of NHS Live Steering Group

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