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.
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.

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**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.

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**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.

**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.

**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 Solihiull), 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 Florby 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

Janice Sigsworth director of nursing, Imperial College Healthcare Trust

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

Janice Sigsworth director of nursing, Imperial College Healthcare Trust

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

Aris Vretos 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

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

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

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