

NATIONAL CONFERENCE



10 - 11 OCTOBER 2024



COMMUNITY HOSPITALS: LEADING BEST PRACTICES TODAY, SHAPING THE HEALTHCARE OF TOMORROW

“AN OPPORTUNITY TO CONNECT, SHARE, LEARN, INFORM AND INFLUENCE.”

CONFERENCE PROGRAMME



Q is led by the Health Foundation
and supported by partners across
the UK and Ireland

The CHA is grateful to the Q Community for their support.



**THE CHELTENHAM
CHASE GLOUCESTER
GL3 4PB**

WITH THANKS TO

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Olie Goulding at Production AV

SPECIAL THANKS TO

The Q Community Team - Tarnia Mason, Darren Wright, Beth Banfield, Matthew Mezey, Louise Harbert & Joriam Ramos.

The CHA wish to thank staff at the various community hospitals and hubs across the UK, as well as Leagues of Friends and NHS Trusts, for allowing us to use photos in this programme. They bring this document to life and your support is gratefully appreciated.

We also wish to extend a special thanks to Gloucestershire Health and Care NHS Foundation Trust for hosting a visit to their community hospitals, and for warmly welcoming the CHA and the Japanese delegation of community hospital representatives.



NHS Benchmarking Network



Interested in accessing our wealth of data driven insight?

Looking to identify potential areas for improvement and cost saving?

Join our member programme at the NHS Benchmarking Network. We are a UK wide, independent, member-led community of health and social care organisations. By joining the Network you can:

- Take part in a broad range of benchmarking opportunities
- Access a wealth of data through our easy to use interactive tools
- Share learning through our discussion boards, events and case studies



Our Vision

To enable members to improve patient outcomes, raise health standards, and deliver quality health and care services through data excellence, benchmarking, and the sharing of innovation.

Membership

Our annual subscription model works on an organisation-wide basis. Membership provides your organisation with an unlimited number of member logins, giving access to all project outputs and NHSBN resources including:

- Online toolkits
- Project overview reports
- Member project reports
- Shared learning resources
- The Integrated Care Benchmark tool
- Webinar resources

We review our work programme annually to ensure our members are fully supported to address current priorities and pressures.

Our Values

Excellence - Always striving to be the best we can be, in everything we do.

Respect - Value everyone, acknowledge members' unique experiences, work together to deliver improvement.

Integrity - Be transparent, be realistic, be honest.

How can NHSBN insight support you?

- Developing local transformation plans.
- Identify areas for service improvement.
- Developing a workforce strategy.
- Providing information and data to engage clinical teams.
- Providing assurance to executive teams.
- Being a source of key facts and figures for business cases.

To discuss membership options and becoming a member, please get in touch nhsbn.members@nhs.net



Benchmarking Network

Raising standards through sharing excellence.

enquiries@nhsbenchmarking.nhs.uk
www.nhsbenchmarking.nhs.uk



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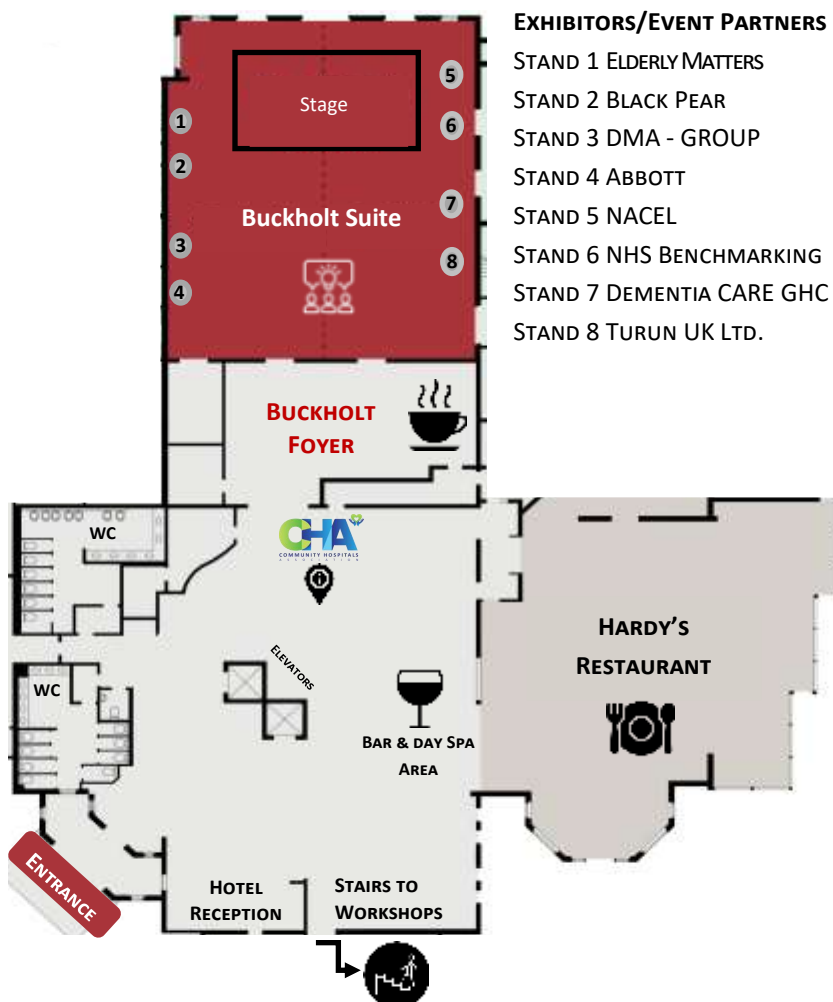
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DOMESTIC ARRANGEMENTS

- ◇ Please be aware our plenary sessions in the Buckholt Suite are being recorded. These recordings will be shared on our YouTube channel after the conference.
- ◇ We have a number of photographers present. If you would rather not have your photo taken please make the photographer aware. Thank you.
- ◇ We appreciate your feedback. Please scan our evaluation QR code on page 46 to give your views. Paper copies are available at the CHA reception desk.
- ◇ The hotel wifi is free to join.
- ◇ Please post, share and tag us in your socials! Use the hashtag **#CHAQ2024** Find us on X (formerly Twitter) & Facebook using **Community Hospitals Association** and on LinkedIn **@CommHospUK**
- ◇ Refreshments including tea, coffee and snacks will be available through the conference. Please refer to the programme pages 7 - 9 for exact timings.
- ◇ Networking dinner. This will be held in the Buckholt Suite on Thursday 10th at 7.30PM. The dress code is informal and there is a planned seating arrangement.
- ◇ Buffet lunch. Lunch on Friday 11th at 12.30PM will be in Hardy's Restaurant.
- ◇ Members of the CHA Committee will be available over the conference if you have any questions.

VENUE INFORMATION

THE CHASE - GROUND FLOOR



EXHIBITORS/EVENT PARTNERS

- STAND 1 ELDERLY MATTERS
- STAND 2 BLACK PEAR
- STAND 3 DMA - GROUP
- STAND 4 ABBOTT
- STAND 5 NACEL
- STAND 6 NHS BENCHMARKING
- STAND 7 DEMENTIA CARE GHC
- STAND 8 TURUN UK LTD.

THE BUCKHOLT SUITE

- ◇ Plenary sessions - both days
- ◇ Networking Dinner - Thurs 7.30PM
- ◇ Exhibitors/Event Partner stands - both days
- ◇ Innovation & Best Practice Poster Displays
- ◇ Workshops

HARDY'S RESTAURANT

- ◇ Buffet Lunch - Friday

BAR & DAY SPA AREA

- ◇ Networking Drinks - Thurs 6.30PM

RECEPTION AREA

- ◇ CHA Registration Stand & information

THE BUCKHOLT FOYER

- ◇ Refreshments - both days
- ◇ Cash bar - networking dinner

WORKSHOP TIMES

THURS 10TH PM - 3.45PM & 4.35PM

FRIDAY 11TH AM - 10.45AM & 11.35AM

FRIDAY 11TH PM - 2.15PM & 3.20PM

BUCKHOLT - WORKSHOPS

THURS PM - Q COMMUNITY

FRIDAY AM - Dr Kirsty Protherough, Frailty

FRIDAY PM - Lucinda Williams, Dementia CARE

CATHEDRAL ROOM - WORKSHOPS

THURS PM - Marc Jobson, Seachange

FRIDAY AM - Sue Greenwood, Cornwall

FRIDAY PM - Dr Mary Miller, Palliative & EoL

METEOR ROOM - WORKSHOPS

THURS PM - Sam Vaughan, Oxford New Model

FRIDAY AM - Dr Steph Haydon, Fundraising

FRIDAY PM - Dr. Steph Haydon, Saving CHs

BLENHEIM ROOM - WORKSHOPS

THURS PM - Julia Fairhall, SCFT HCSW

FRIDAY AM - Steffi Bailey, SCFT

FRIDAY PM - Sam Vaughan, Four Pillars of ACP

GLADIATOR ROOM - WORKSHOPS

THURS PM - Hallett & Penwarden, Leagues of Friends

FRIDAY AM - NHS Benchmarking Network

FRIDAY PM - Sustainability in CHs

JAVELIN ROOM - WORKSHOPS

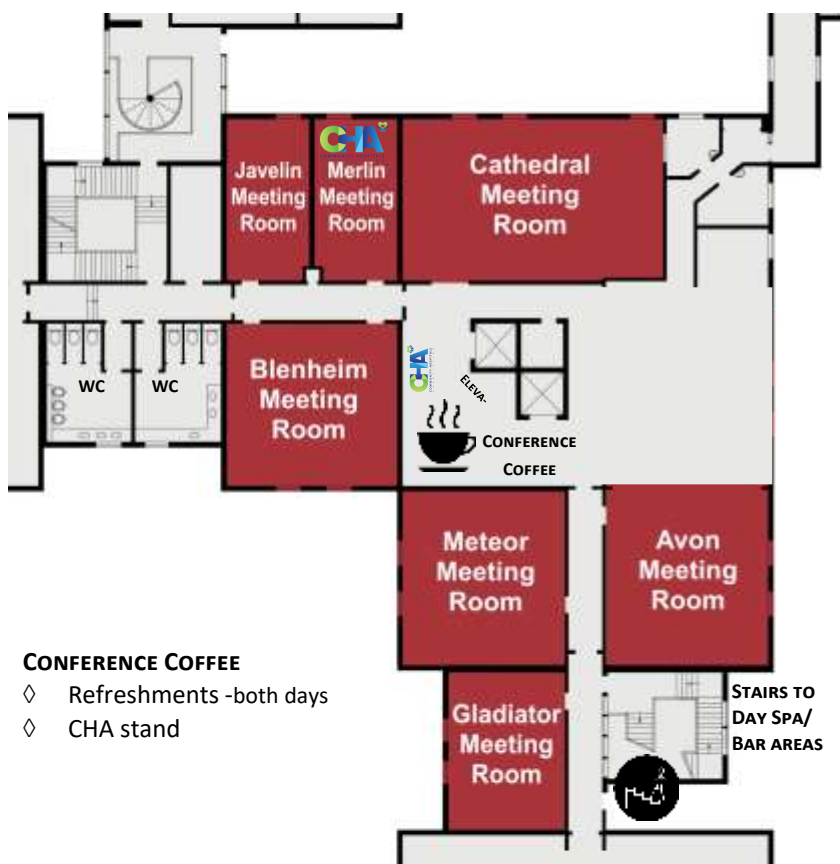
THURS PM - Angela Conlan, Oxford Arts

FRIDAY AM - Rebecca Gosrani, Pharmacy

AVON ROOM - WORKSHOP

FRIDAY PM - Sarah Deo, MiiUs

THE CHASE - 1ST FLOOR



CONFERENCE COFFEE

- ◇ Refreshments - both days
- ◇ CHA stand

WELCOME



DR HELEN TUCKER, CHA PRESIDENT & SPECIAL INTEREST GROUP CO-CONVENOR

Welcome to our Community Hospital Conference for 2024!

As the national voice for Community Hospitals, the CHA is delighted to be able to host this event.

Thank you for joining this conference. We hope that you find it a good use of your time. We appreciate the challenges of creating time to attend such events, given how busy our health services are. So thank you for joining us and we hope that it proves to be worthwhile. Do let us know!

Our conference is designed to create opportunities for those involved in community hospitals to meet and share experiences. Our networks include members of the CHA, members of our Community Hospital Special Interest Group within the Q Community, and an ever-growing international network. We are so pleased that we are finally able to meet face to face.

Over the two days we want to discuss the role, contribution and also the potential of community hospitals across the UK. We want to recognise and celebrate innovation and good practice and also appreciate the challenges being faced.

Let us make the most of this opportunity to be together, share our ideas and be inspired by those around us. Let us connect, share, learn, inform and influence.



EVELYN PRODGER, SIG CO-CONVENOR & CHA ASSOCIATE COMMITTEE MEMBER

As Co-convenor of the Q Community Hospitals: sharing best practice Special Interest Group (SIG) it's a pleasure to welcome you all to our National Conference.

We know from our SIG discussions with Innovation and Best Practice Award winners, teams who have navigated Covid-19 creatively and those wanting to simply improve practice how motivated teams working in Community Hospitals are. You innovate, think creatively, drive forward quality improvement and share your expertise, knowledge and learning with others. You build connections to problem solve together.

This conference is an opportunity to do more of this. Make new friends and connections, learn new things, share your skills, knowledge and expertise. Have fun and allow yourself to think "what if." Celebrate what is great about Community Hospitals and think big about how they can be part of shaping healthcare in the future.

A WELCOME FROM



Q is pleased to be supporting both the Community Hospitals Association and this year's conference. Through our work together we've gained a really interesting insight into the improvement work that is carried out in Community Hospitals and how this supports great work that happens across the UK. We've also been inspired by energy and enthusiasm of the association members. You have proven to be a valuable part of the Q community and a crucial partner in helping us to deliver a vision of a health and care system that sees improvement as essential.

Over the course of your conference, we are excited to see, and hear about, the work of association members and look forward to adding our own contribution. The agenda demonstrates the breadth of work carried out in community hospitals and is a testament to the community that the association is supporting.

We see an exciting future where there is a greater recognition of the role that community hospitals play in both the health and care system and communities. As a community of improvers, we want to continue to work with you to share both the things you achieve and the things you learn.

DARREN WRIGHT is Q'S STRATEGY & DEVELOPMENT LEAD



The CHA's Special Interest Group in Q 'Sharing Good Practice' has a focus on sharing good practice and networking. The SIG brings together members who want to explore their experiences, look at measures of quality, discuss continual and sustainable quality improvements, and who have an aim to facilitate spread and adoption of good practice. **Read more on page 25.**



[Read more here](#)

WELCOME



WELCOME MESSAGE FROM THE CHAIR OF THE CHA FOR THE CONFERENCE

Dear Colleagues and Friends,

Welcome to our National Conference 2024, where we gather under the theme "An Opportunity to Connect, Share, Learn, Inform, and Influence." I am delighted to welcome you to what promises to be a stimulating and inspiring event, bringing together experts, practitioners, and advocates from across the UK who are dedicated to enhancing care in our community hospitals.

This year, our focus is on showcasing the best practices that are shaping healthcare today and influencing the future of care for patients, especially those living with frailty. Through our diverse programme, we will explore innovative models of care, examine the roles of our valued healthcare professionals, and discuss new pathways and strategies for ensuring quality, continuity, and patient safety.

A key element of this conference will be the development of a **National Strategy and Consensus Statement for Community Hospitals**. This document will outline our shared vision for the future of community hospitals, setting clear goals and priorities to ensure they remain integral to local healthcare systems. It will focus on strengthening partnerships with local communities, enhancing workforce development, improving patient outcomes, and leveraging innovations that support sustainable and effective care models. The National Strategy and Consensus Statement will serve as a foundation for ongoing collaboration and advocacy, ensuring that the voices of our communities, patients, and professionals are heard at the national level.

We also recognise that achieving our vision requires sustainable funding and support. I want to extend my sincere thanks to our organisational members, including NHS Trusts, Integrated Care Boards, and Leagues of Friends, whose support is invaluable in helping us fund this vital work. By becoming organisational members, you not only contribute to the financial sustainability of the Community Hospitals Association but also enable us to continue advocating for the needs of community hospitals, sharing best practices, and developing innovative models of care.

I would also like to express our deep gratitude to **The Health Foundation** for their generous support in funding this conference. We are equally grateful to our **sponsors and exhibitors** for their valuable contributions and engagement, which help make this event a success. Their commitment allows us to bring together a diverse and passionate audience to share knowledge, drive innovation, and build a stronger future for community hospitals.

Additionally, a heartfelt thank you to all the applicants for our **Innovation and Best Practice Awards**. Your dedication to excellence is proudly on display at this conference, showcasing the outstanding work being done across our community hospitals. Your contributions inspire us all to strive for the highest standards in patient care.

We are fortunate to have a host of esteemed speakers, interactive workshops, and networking opportunities over these two days. Our aim is to foster a collaborative spirit, where ideas can be exchanged, challenges addressed, and new partnerships formed to drive forward improvements in community hospital care.

I would like to extend my gratitude to all our contributors, including our keynote speakers, workshop leaders, and panellists, as well as our partners from the Q Community, whose support has been invaluable in making this event possible.

I encourage you to participate fully, share your insights, and connect with your peers. Together, we can shape the future of healthcare in community hospitals, ensuring it remains robust, responsive, and rooted in the needs of the communities we serve.

Thank you for joining us, and I hope you have a rewarding and enjoyable conference.

Warm regards,

Kirsty Protherough

Dr Kirsty Protherough
Chair, Community Hospitals Association



DAY 1 THURSDAY 10TH OCTOBER 2024

1 - 2PM

REGISTRATION, REFRESHMENTS & NETWORKING

2.00PM



CONFERENCE OPENING & WELCOME, BUCKHOLT SUITE

DR KIRSTY PROTHEROUGH, CHA CHAIR

2.10PM



KEYNOTE SPEAKERS AND Q&A

- ◆ ELLEN RULE , DEPUTY CEO/DIRECTOR OF STRATEGY & TRANSFORMATION, NHS GLOUCESTERSHIRE ICB

"THE VALUE OF COMMUNITY HOSPITALS IN AN INTEGRATED HEALTH & CARE SYSTEM"

2.30PM



- ◆ TARNIA MASON , COMMUNITY & COLLABORATIVE CHANGE MANAGER, Q COMMUNITY

"COLLABORATE TO INNOVATE"

2.45PM



- ◆ DAWN ALLEN, SERVICE DIRECTOR FOR COMMUNITY HOSPITALS & URGENT CARE, GLOUCESTERSHIRE HEALTH & CARE NHS FOUNDATION TRUST

"OUR COMMUNITY HOSPITALS"

3.10PM

Q&A

3.25PM

REFRESHMENTS BREAK & NETWORKING - BUCKHOLT FOYER AND UPSTAIRS

3.45PM

THURSDAY AFTERNOON WORKSHOPS - 45 MINUTE SESSIONS REPEATED IN THE SAME ROOM.

SESSION 1 - 3.45PM - 4.30PM

SESSION 2 - 4.35PM - 5.20PM



- ◆ INTEGRATING IMPROVEMENT - EXPLORING HOW IMPROVEMENT CAN MEANINGFULLY SUPPORT THE WAY WE THINK ABOUT OUR WORK WITH the Q Community Team. See pg. 12.

BUCKHOLT



- ◆ THRIVING WITH THE NEW MODEL OF MEDICAL CARE IN COMMUNITY HOSPITALS; ADVANCED CLINICAL PRACTITIONERS & GPs USING A COLLABORATIVE APPROACH with Sam Vaughan, Advanced Clinical Practitioner & Jennifer Weston, Trainee ACP, Oxford Health NHS FT. Pg.12

METEOR



- ◆ USE OF COMMUNITY HOSPITALS AS A PROGRESSIVE HUB TO PROVIDE COMMUNITY SUPPORT, HEALTH AND HAPPINESS with Marc Jobson, Head of Seachange Devon. See page 13.

CATHEDRAL



- ◆ OUR JOURNEY DEVELOPING THE ROLES OF HEALTHCARE SUPPORT WORKERS & THE IMPORTANCE OF HEALTH & WELLBEING with Julia Fairhall, Assistant Director of Nursing, Sussex Community NHS Foundation Trust. See page 14.

BLenheim



- ◆ WORKING WITH LEAGUES OF FRIENDS - OUR COMMUNITY HOSPITALS AS COMMUNITY ASSETS with Heather Penwarden BEM, Honiton Hospital Community League of Friends & Richard Hallett MBE, CHA Director & Treasurer. See page 13.

GLADIATOR



- ◆ CREATING WITH CARE - ART IN COMMUNITY HOSPITALS with Angela Conlan, Project Lead & Paula Har, Creating with Care Co-founder, Creating with Care, Oxford Health Arts Partnership. See page 14.

JAVELIN

5.20PM

WORKSHOPS FINISH

6.30PM

NETWORKING DRINKS IN THE DAY SPA AND BAR AREAS

7.30PM

NETWORKING DINNER & CHA INNOVATION & BEST PRACTICE AWARDS 2024 - WINNER PRESENTATIONS IN THE BUCKHOLT SUITE. SEE PAGES 26-37.



10.00PM END OF DAY 1

DAY 2 FRIDAY 11TH OCTOBER 2024 MORNING

FROM 8.30	REGISTRATION, REFRESHMENTS & NETWORKING	
9.30AM		DAY 2 WELCOME WITH DR DAVID SEAMARK, CHA VICE PRESIDENT & DIRECTOR- BUCKHOLT SUITE
9.35AM		KEYNOTE SPEAKERS AND Q&A ♦ ROY LILLEY, CHA PATRON & THE ACADEMY OF FABULOUS NHS STUFF "BEST PRACTICE IN COMMUNITY HOSPITALS"
9.55AM		♦ DR CHRISTINE BURT, DIRECTOR OF RESEARCH AND INNOVATION, BIRMINGHAM COMMUNITY HEALTHCARE NHS FOUNDATION TRUST "CHART: SHARING EVIDENCE OF GOOD PRACTICE IN COMMUNITY HOSPITALS & THE IMPORTANCE OF RESEARCH"
10.15AM	Q&A	
10.25AM	REFRESHMENTS BREAK & NETWORKING AVAILABLE IN THE BUCKHOLT FOYER & UPSTAIRS IN THE 'CONFERENCE COFFEE' AREA.	
10.45AM	FRIDAY MORNING WORKSHOPS - 45 MINUTE SESSIONS REPEATED IN THE SAME ROOM. SESSION 1 - 10.45AM - 11.30AM SESSION 2 - 11.35AM - 12.20PM	
		♦ MODELS OF MEDICAL CARE FOR PATIENTS LIVING WITH FRAILTY IN COMMUNITY HOSPITALS - INPATIENT BEDS, ONE DAY FRAILTY UNITS OR HUBS with Dr Kirsty Protherough, Geri GP & Senior Lecturer, University of Worcester. See page 18. BUCKHOLT
		♦ SUSSEX COMMUNITY BEDS PROGRAMME - GETTING UP, DRESSED AND MOVING TO GET HOME! with Steffi Bailey, Advanced Clinical Practitioner & Rehabilitation Transformation Lead, Sussex Community NHS Foundation Trust. See page 18. BLLENHEIM
		♦ PROMOTING COMMUNITY HOSPITALS - PAST, PRESENT AND FUTURE FUNDRAISING - AN INTERACTIVE WORKSHOP" with Dr Steph Haydon, Research Fellow, University of Birmingham See page 19. METEOR
		♦ ELECTRONIC PRESCRIBING AND MEDICINES ADMINISTRATION ROLL OUT AND DISPENSARY INTEGRATION with Rebecca Gosrani, Senior Clinical Pharmacist - Digital, Sussex Community NHS Foundation Trust. See page 19. JAVELIN
		♦ WHAT NEXT FOR COMMUNITY ASSESSMENT & TREATMENT UNITS: SAME DAY EMERGENCY CARE WITHIN A COMMUNITY HOSPITAL SETTING with Sue Greenwood, Modern Matron MBE QN, Community Hospital Association Committee member. See page 20. CATHEDRAL
		♦ NHS BENCHMARKING COMMUNITY HOSPITAL DATA with Sarah Handby, Network Senior Project Manager, NHS Benchmarking Network. See page 20. GLADIATOR
12.30PM - 1.25PM	BUFFET LUNCH, HARDY'S RESTAURANT	
		OPPORTUNITY TO VIEW CHA INNOVATION AND BEST PRACTICE AWARD 2024 POSTER SUBMISSIONS & AWARD WINNERS NETWORKING WITH EXHIBITORS & EVENT SPONSORS

DAY 2 FRIDAY 11TH OCTOBER 2024 AFTERNOON

1.30PM



PROFESSOR CHRIS WHITTY, CHIEF MEDICAL OFFICER & EXPERT ADVISER
BUCKHOLT SUITE (MS TEAMS)

1.45PM

Q&A

CHAIED BY EVELYN PRODGER, SIG CO-CONVENOR

1.55PM



DR HELEN TUCKER, CHA PRESIDENT & SPECIAL INTEREST GROUP CO-CONVENOR
"COMMUNITY HOSPITALS ACROSS THE UK"

2.10PM

Q&A

CHAIED BY EVELYN PRODGER, SIG CO-CONVENOR

2.15PM

FRIDAY AFTERNOON WORKSHOPS - 45 MINUTE SESSIONS REPEATED IN THE SAME ROOM

SESSION 1 - 2.15PM - 3.05PM

BREAK FOR REFRESHMENTS & NETWORKING AT **3.05PM** FOR 15 MINS

SESSION 2 - 3.20PM - 4.05PM



- ♦ WHY HOSPITALS MATTER - SAVING COMMUNITY HOSPITALS FROM CLOSURE THROUGH LOCAL OWNERSHIP with Dr Steph Haydon, Research Fellow, University of Birmingham. See page 22. **METEOR**



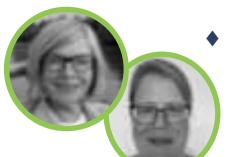
- ♦ SUSTAINABILITY IN COMMUNITY HOSPITALS-RYE'S NET ZERO ACHIEVEMENT & FROME'S EARTHLY IDEAS-CREATING A SUSTAINABLE HOSPITAL with Jo Posnette, Trustee of Rye & Winchelsea District Memorial Hospital and Peter Harvey & Melissa Messenger, Frome Community Hospital. See page 23. **GLADIATOR**



- ♦ MINOR INJURY AND ILLNESS UNITS with Sarah Deo, Matron Countywide MIIUs, Cirencester Hospital & Michelle Lewis, Senior Emergency Nurse Practitioner & Team Lead MIIUs, Vale Community Hospital. See page 22. **AVON**



- ♦ PALLIATIVE & END OF LIFE CARE IN COMMUNITY HOSPITALS: WHAT THE NATIONAL AUDIT TELLS US with Dr Mary Miller, Clinical Lead, National Audit of Care of the Dying (NACEL)& Joylin Brockett, Senior Project Manager, NHS Benchmarking Network. See page 23. **CATHEDRAL**



- ♦ THE FOUR PILLARS OF ADVANCED CLINICAL PRACTICE & DEMONSTRATING EXCELLENCE ACROSS COMMUNITY HOSPITALS with Sam Vaughan, Advanced Clinical Practitioner & Jennifer Weston, Trainee Advanced Clinical Practitioner, Oxford Health NHS Foundation Trust. See page 24. **BLENHEIM**



- ♦ GLOUCESTERSHIRE DEMENTIA CARE TOOL with Lucinda Williams, Ward Sister & Dementia Lead, Tewkesbury Community Hospital & Briony Zabelberg, Dementia Education lead nurse & mental health liaison, GHC. See page 24. **BUCKHOLT**

4.10PM



DR DAVID SEAMARK, CHA VICE-PRESIDENT
"COMMUNITY HOSPITALS PAST, PRESENT AND FUTURE"

4.25PM



CLOSING PLENARY AND Q&A CHAIED BY EVELYN PRODGER, SIG CO-CONVENOR

- ♦ WHAT HAVE WE LEARNED ABOUT THE POTENTIAL FOR THE FUTURE OF COMMUNITY HOSPITALS IN THE UK?

DR DAVID SEAMARK - CHA VICE PRESIDENT & DIRECTOR, **DR KIRSTY PROTHEROUGH**- CHA CHAIR & **DR HELEN TUCKER** -CHA PRESIDENT

5.00PM **CONFERENCE CLOSE**

The Dementia Training & Education Strategy for Gloucestershire



Dementia Education Team courses:
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ELLEN RULE , DEPUTY CEO/DIRECTOR OF STRATEGY & TRANSFORMATION, NHS GLOUCESTERSHIRE ICB

“The value of Community Hospitals in an integrated health & care system”

Ellen has worked for the NHS since 2003, holding a variety of senior positions in commissioning and provider organisations spanning service redesign, assurance, contracting, operational management and strategic planning. Her role is to transform and redesign services to ensure they are fit for the future. Her team use a clinical programme approach to commissioning which provides a transparent framework and clear methods for understanding what matters to patients and the local population. She is committed to focusing on preventing ill health, developing integrated person-centred care and supporting people to maintain independence.



READ MORE ABOUT ONE GLOUCESTERSHIRE ICS HERE



Ellen holds a masters in Health Economics and Policy and is currently studying part time for a PhD in Pharmaceutical Economics and Policy.



TARNIA MASON, COMMUNITY & COLLABORATIVE CHANGE MANAGER, Q COMMUNITY

“Collaborate to Innovate”



Tarnia Mason is the Community and Collaborative Change Manager at Q, an initiative connecting individuals with improvement expertise across the UK and Ireland. In her role, she focuses on bringing people and organisations together to tackle complex challenges in health and care. Tarnia works across two of Q’s core grant offers, Q Exchange and Supporting Q.

In this session Tarnia will give an overview of the Q community and how it is encouraging and supporting collaboration across the health and care system.

READ ABOUT Q’S SPECIAL INTEREST GROUPS HERE



DAWN ALLEN, SERVICE DIRECTOR FOR COMMUNITY HOSPITALS & URGENT CARE, GLOUCESTERSHIRE HEALTH & CARE NHS FOUNDATION TRUST
“Our Community Hospitals”

Dawn Allen has extensive experience of leading complex change, service redesign, and transformation. She has developed integration for community nursing and urgent care services and has a strong background in patient safety, professional practice, and assurance approaches.

Dawn is also an ILM executive coach and mentor. She manages six community hospitals across the Gloucestershire area and we very much look forward to hearing about their innovative approaches under Dawn's leadership.



SCAN TO WATCH DAWN’S SIG PRESENTATION IN Q ON COMMUNITY HOSPITALS IN GLOUCESTERSHIRE



“ A whistle-stop tour sharing how Gloucestershire is developing its Community Hospitals as modern centres of excellence; enabling access to diagnostics, specialist services, pathway 2 beds, direct admissions and urgent care services.



READ MORE HERE

Room: BUCKHOLT



13 Mirrors	Without questions	What? defined	Who, open	How, same repeated	What I need	Integrated solutions
Design elements	Appreciative responses	Discovery and action-taking	Imagery prototyping	Drawing together	Open spaces	Critical perspectives
5-0-4-0	140	Both & more	Helping learners	Design everywhere	Creative relations	Networks
Imagery prototyping	20% analysis	CS 1.0	Conversation with	Calmly before	Agree/Community	Powerful
4-why	Think, connecting	Write, growth	User experience	Social network	Simple ethnography	Purposeful practice



Read about Liberating Structures here →



Beth is a Programme Officer in Q and supports the operational work of Q. This includes supporting the award programme Q Exchange and the Q Lab.



[Read about Q here](#)

ROOM: METEOR



Oxford Health
NHS Foundation Trust



Dr. Susan M. Branson



12

WORKING WITH LEAGUES OF FRIENDS - our Community Hospitals as community assets

3.45PM & 4.35PM
ROOM: GLADIATOR

HEATHER PENWARDEN BEM, PAST CHAIR, HONITON HOSPITAL COMMUNITY LEAGUE OF FRIENDS
& RICHARD HALLETT MBE, CHA DIRECTOR & TREASURER



This workshop will provide attendees with two differing examples (Honiton, Devon and Crowborough, East Sussex) of how proactive Friends organisations can support and guide the development of their Community Hospital.

These two different experiences include working with the local community, interacting with health commissioners, supporting local staff, dealing with various different NHS Trusts and above all, looking forward for new developments in community health care. The workshop will encourage attendees to speak about their own local situation and circumstances to prompt further discussion.

[Read about Honiton Hospital Community League of Friends here](#)



Since arriving in Honiton as newly qualified Staff Nurse in 1985, Heather has enjoyed a close relationship with her Community Hospital as a staff member, patient, relative of patients and for 10 years as a volunteer and Chair of the League of Friends.

“Steering the charity through this time was not without challenges yet beyond the conflict new relationships were formed, we learned the importance of open communication and at times recognised the need to agree to disagree. Through our local Integrated Care Partnership Forum we now have a recognised platform for shared communication and dialogue”.

Personally, Heather has developed a passion for placing people with lived experiences at the centre of health and care planning. She has also shared her own story through International Integrated Care Forums and co-published various papers on the subject.

[Read the IICF paper here](#) →



Richard is a Director & Treasurer of the CHA. He has a business background in the food industry at Managing Director level and has been a community activist for over 30 years. He is Vice-President of the Friends of Crowborough Hospital, in East Sussex. In 2000 the Friends of Crowborough Hospital contributed matched funding of £1.5 Million to ensure the refurbishment of Crowborough Hospital as a modern Community Hospital, and continue to support the hospital and staff in many different ways. In 2017 the Friends were recognised by the CHA with a I&BP award for creating the Social Day Service on site. In the 1990s Richard campaigned to create the Crowborough Birth Centre (MLU) which became a successful flagship unit.

As a co-founder of the Midwifery Unit Network UK, he was an early advocate nationally for Midwife-led Care as a mainstream choice for women, and in 2013 was appointed MBE for “services to midwifery and parents”. Richard is a member of the Institute of Directors and a Fellow of the Royal Society of Arts, Manufactures and Commerce (RSA). He divides his time between Food Industry Consultancy work and voluntary roles with Social Enterprises and Charities focused on health services.



USE OF COMMUNITY HOSPITALS AS A PROGRESSIVE HUB TO PROVIDE COMMUNITY SUPPORT, HEALTH AND HAPPINESS

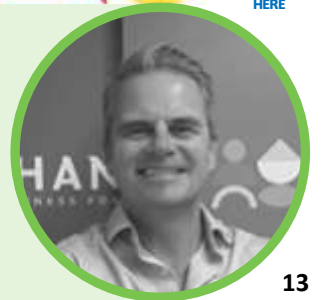
3.45PM & 4.35PM
ROOM: CATHEDRAL

MARC JOBSON, HEAD OF SEACHANGE DEVON

During the presentation we will explore communities hospitals transformation into health & wellbeing hubs. We'll discuss what a hub is, how they evolved & why they're aren't more off them. We'll explore the journey of Budleigh Hospital from a cottage hospital built by the community, transferred to the NHS & now a charity of its own. Budleigh's impact will be reviewed & the challenges we faced in setting it up and the continuing challenges of funding.



Marc's journey began with a law degree, which laid the foundation for his career in public service. In 1996, he joined the Police, embarking on a 20-year career where he specialised in response policing and custody. His frontline work provided him with a unique perspective on the diverse challenges people face, fuelling his passion for helping others. Seeking a new way to make a difference, Marc transitioned to managing Budleigh Hospital's health & wellbeing hub in 2017. His dedication to the community culminated in 2022 when he transformed the hub into a charity, Seachange, which he now leads.



READ MORE
HERE

CREATING WITH CARE - Art in Community Hospitals

3.45PM & 4.35PM

ROOM: JAVELIN

ANGELA CONLAN, PROJECT LEAD, OXFORD HEALTH ARTS PARTNERSHIP & PAULA HAR, CREATING WITH CARE CO-FOUNDER, CREATING WITH CARE



An increasing body of research has shown that creative health interventions—like art, music, and gardening—have therapeutic advantages that range from lowering stress and anxiety to enhancing patient outcomes.

This workshop will explore how to incorporate creativity into patient care to improve wellness and recovery, alongside practical approaches for implementing creative initiatives. The session will also cover building community outreach & in reach, forming partnerships with local organisations, securing funding, measuring impact & sharing best practice.

Creating with Care were winners of the **CHA Innovation & Best Practice Awards** in 2020.

Angela Conlan BA (Hons), PDip, is Project Lead for [Oxford Health Arts Partnership](#) (OHAP), Oxford Health NHS (OHNHS) Foundation Trust, provides physical, mental health and social care for people of all ages across Oxfordshire, Buckinghamshire, Swindon Wiltshire, Bath and North Somerset; including eight community hospitals in Oxfordshire. Angela is an experienced dance artist and a founder member of Dance Creative, a charity providing dance for health and wellbeing. Angela works on projects that span arts in acute and community hospitals enabling them to have a clear view of the value of creative arts and how they complement standard medical care and treatment for older patients including those living with dementia.

[READ MORE ABOUT OXFORD HEALTH ARTS PARTNERSHIP HERE](#) →



Paula Har MSc, BA (Hons), Adv Dip, Registered Nurse, Clinical Nurse Specialist (Dementia) works at Oxford Health NHS Foundation Trust as a Senior Named Nurse for Safeguarding Adults. Angela and Paula were Co-founders of a national award-winning project Creating with Care winning the Community Hospitals Association Award for Innovations in Practice Improving Patient Care 2020. Angela and Paula both teach on MSc Module, Advancing Practice in Dementia Care delivering Non-Pharmacological Interventions for people with Dementia. Angela and Paula have presented at National Conferences - Creative Dementia

Arts Network and 15th UK Dementia Congress. Additionally, Angela & Paula were invited to present at NHS30 The future leaders of the NHS primary care for 2030.



OUR JOURNEY DEVELOPING THE ROLES OF HEALTHCARE SUPPORT WORKERS & THE IMPORTANCE OF HEALTH AND WELLBEING

3.45PM & 4.35PM

ROOM: BLENHEIM

JULIA FAIRHALL, ASSISTANT DIRECTOR OF NURSING, SUSSEX COMMUNITY NHS FT



This workshop will be looking at how we support health care support workers to find a voice & be heard in organisations for the value & compassionate care they deliver but also their key importance & role in care delivery. Julia will share the story of SCFT & facilitate discussions raising the profile of this staff group and supporting health and well being in the workplace.

Julia & her team won an IBPA in 2023.



Julia works for Sussex Community NHS Community Foundation Trust in an Assistant Director of Nursing Role. Julia is a proud nurse with 38 years of experience and has held a variety of roles predominately senior leadership roles in the last 10 years. Julia is enthusiastic and motivated, and her values are based around striving a healthy balance, being driven by motivating connections and navigating with influence. Her main drive is to improve standards of dignity and care for patients and to champion the importance of psychological safety across professions to enhance health and wellbeing in the workplace, supporting staff to be heard and articulate their values. Julia is a Queens nurse and a Florence Nightingale alumni and is passionate about making a difference for both patients and staff. Julia is also a Professional nurse advocate.



EVENT PARTNERS

NATIONAL AUDIT OF CARE AT THE END OF LIFE (NACEL)



National Audit of Care at the End of Life (NACEL) is a national comparative audit of the quality and outcomes of care experienced by the dying person and those important to them. The audit focusses on the quality of care delivered to adults in an acute hospital setting, community hospital setting and within mental health inpatient facilities across England, Wales and Jersey. Delivered by NHS Benchmarking Network, and commissioned by Healthcare Quality Improvement Partnership (HQIP), the audit is now in its fifth iteration.



Joylin Brockett is a Senior Project Manager at NHS Benchmarking. Her current role involves overseeing the delivery of NACEL, supporting data collection and reporting.

National Audit of Care
at the End of Life

Auditing last days of life in hospitals

TURUN UK LTD HEALTHCARE SOLUTIONS

TurunUK Ltd., headquartered in London, is a leading provider of patient safety products aimed at reducing falls in healthcare settings. Their focus is on improving nurse awareness of patient risk, helping prevent injuries, and giving nurses more time for patient care. Key products include the Stealth Sensor Pad, SafePresence® sensor pads, and the SaferWalking™ alert system, all designed to enhance safety and efficiency in hospitals and care facilities. Established in 1995, TurunUK is a trusted name in UK healthcare, committed to providing cost-effective, risk-reducing solutions.



Tracy Hardinge, Shaine Malik and Shirley Cairns from Turun UK join this year's conference. The CHA would like to thank Turun for their support of this year's **Innovation and Best Practice Awards**.



TurunUK Ltd
Healthcare Solutions

BLACK PEAR SOFTWARE

Black Pear's seamless integration with clinical systems like EMIS and SystmOne enables collaboration with healthcare providers to deliver fully integrated care across various projects. Key initiatives include Care Plans, Virtual Wards, Digital Triage, Mental Health support, and Population Health management. These efforts ensure that healthcare remains coordinated, efficient, and tailored to meet the diverse needs of patients and communities.

Chris O'Connell, Chief Business Development Officer from Black Pear joins this year's conference. We would like to thank Chris and Black Pear for their support of the **networking drinks** at this year's conference.



ELDERLY MATTERS



Elderly Matters support NHS Hospitals throughout the UK, in helping patients and families prepare to be discharged following a stay in Hospital. Having worked with the NHS since the early 1990's, Elderly Matters understand how important patient and family information is, especially if the patient has had life changing needs as a result of being ill.



Ted Davenport is Head of Business Development & Strategy at Elderly Matters. The CHA would like to thank Elderly Matters for their support to enable **two community representatives** attend this year's conference.

EVENT PARTNERS

ABBOTT RAPID DIAGNOSTICS LTD

Abbott's Global Point of Care division offers easy-to-use diagnostic tools that help doctors and nurses make quick and accurate decisions. Their portable devices provide fast test results in places like hospitals, clinics, and even remote areas. This means healthcare professionals can get the information they need right away to provide the best care for their patients. Abbott is focused on improving healthcare by making sure their testing technology is both reliable and accessible across the UK, helping to make patient care more efficient and effective.



Claire Totini, Product Application Specialist, **Anita Davies**, Senior Key Account Manager - Wales, **Sandra Berry**, Senior Key Account and Mobile Service Development & **Adele Calvard**, NHS Business Development Manager join this year's stand. The CHA would like to thank Abbott for their support of **Networking Dinner** event taking place on Thursday 10th.

DMA - GROUP



DMA provide tailored building management solutions that support community hospitals in achieving operational excellence, energy efficiency, and sustainability. From M&E Maintenance to Project Management, their integrated approach ensures a seamless service designed around your hospital's needs.

We are delighted to be joined by **Kevin Mcguane**, Energy Services Director at this year's conference. DMA - Group has kindly supported the **printing of various assets** for this event. We are grateful for their support.



GLOUCESTERSHIRE DEMENTIA EDUCATION TEAM



The Dementia Training and Education Strategy for Gloucestershire aims to enhance the skills and knowledge of health and social care professionals in the region. This strategy provides comprehensive training to improve dementia care, ensuring that staff are well-equipped to support individuals with dementia effectively. By focusing on multi-agency collaboration and continuous education, the strategy seeks to raise the standard of care and promote a better understanding of dementia across Gloucestershire's health and social care services.

Briony Zabelberg is the GHC -Dementia Education Lead nurse (job share) for *Gloucestershire Dementia Education Team*. She also works as a Mental Health Liaison nurse in Cirencester Community Hospital.

NHS BENCHMARKING NETWORK

The NHS Benchmarking Network helps healthcare and social care organisations in the UK by providing data and tools for benchmarking. This enables members to compare their services, identify improvements, and enhance patient outcomes. It covers areas such as acute care, mental health, and community services, offering national and tailored projects to over 200 members. The network promotes collaboration and informed decision-making through data analysis and best practice sharing.

Sarah Handby, Senior Project Manager and **Danny Iyoha**, Assistant Project Manager attend this year's NHSBN conference stand. Sarah is also presenting a workshop on Community Hospitals Data on Friday morning at 10.45AM and repeated at 11.35AM.



OTHER PARTNERS

We would like to thank these partners for their support of the CHA:



Home Wound Care for their support of free delegate place at this year's conference.



Systmone for their sponsorship of the CHA newsletter.

SPONSORSHIP OPPORTUNITIES

The CHA is a community interest company, supported by a team of volunteers, and targeted project grants. Financial support from companies for initiatives such as our newsletter, events, and other key activities presents an opportunity to contribute to the ongoing success and growth of the community hospitals association.

Please contact info@communityhospitals.net for more details.

ROY LILLEY, CHA PATRON & THE ACADEMY OF FABULOUS NHS STUFF

“Best practice in Community Hospitals”

Roy Lilley has a wealth of experience, having chaired major boards, hospitals, health authorities, voluntary organisations, and charities. As a policy advisor and visiting fellow at Imperial College London, Roy helped establish the Health Services Management School at Nottingham University and was a founding member of the Federation of NHS Trusts, now known as the NHS Confederation.

In local government, Roy served as a councillor for over 20 years, chaired major committees, and was both the leader of the Council and Mayor of Surrey Heath Borough Council. He founded the Academy of Fabulous Stuff, a free repository of best practices in the NHS, and developed the Fab-O-Meter to measure organisational morale in real-time.

His eLetter, reaching 300,000 health and care managers, has been a significant influence for over a decade.

Roy visits over 20 NHS establishments annually and travels globally to discuss healthcare, management, and policy, being thrice voted the top speaker on NHS topics. He is passionate about healthcare and dedicated to working with professionals who enhance our health and safety. Scan the QR code below to read more about NHS Fabstuff.



“

The NHS is so much stronger and so much better when it works together, walks in step and shares the best stuff. The Academy of Fabulous NHS Stuff is an opportunity to turn dreams into action.”

Founder, The Academy of NHS Fabulous Stuff, Roy Lilley

The CHA is pleased to be working with the Academy of NHS Fabstuff, and sharing good practice. We are delighted that Roy Lilley, who leads NHS Fabstuff is the Patron for the CHA and are pleased he is joining this year’s CHA National Conference as a guest speaker.

NHS Fabstuff features patient stories, and is sharing the experience written up by Helen Tucker, President of CHA. We want to encourage the sharing of more patient stories particularly around community hospitals.

SCAN FOR
MORE FAB
STUFF



www.fabnhsstuff.net



@FabNHSStuff

NHS Fabstuff has devoted a page to the CHA and community hospitals on good practice & case studies.



Read more here

DR CHRISTINE BURT, DIRECTOR OF RESEARCH AND INNOVATION,
BIRMINGHAM COMMUNITY HEALTHCARE NHS FOUNDATION TRUST

“CHART: Sharing Evidence of Good Practice in Community Hospitals & the importance of research”



Dr Christine Burt is the Director of Research and Innovation at Birmingham Community Healthcare NHS Foundation Trust. She has a strong background in community healthcare and research, including her role in the Community Connexions programme, which focuses on addressing health inequalities in Birmingham. Dr. Burt has also collaborated on various studies and projects aimed at improving healthcare delivery and patient engagement. She holds a PhD and has extensive experience in both academic and practical aspects of healthcare research and management.



READ MORE OF
CHRISTINE'S
WORK HERE

MODELS OF MEDICAL CARE FOR PATIENTS LIVING WITH FRAILITY IN COMMUNITY HOSPITALS - Inpatient beds, One Day Frailty Units or Hubs

10.45AM & 11.35AM

ROOM: BUCKHOLT



DR KIRSTY PROTHEROUGH, GERI GP & SENIOR LECTURER, UNIVERSITY OF WORCESTER

This engaging workshop, led by Dr. Kirsty Protherough, will delve into the diverse models of medical care currently utilised across community hospitals in the UK for patients living with frailty. Drawing on a recent comprehensive survey, the session will explore various models such as inpatient beds, one-day frailty units, and frailty hubs, & will discuss their distinct pathways, benefits, & drawbacks. Participants will engage in a dynamic discussion to explore the challenges and opportunities in providing optimal care for frail patients. This workshop will also provide a platform to share best practices, understand what models work best in various settings, and collaboratively seek ways to enhance quality care.

KEY DISCUSSION POINTS

- ◇ Examination of different models of care: inpatient beds, one-day frailty units, & frailty hubs
- ◇ Models of medical cover and the range of medical professionals involved: Geriatricians, Geri GPs, Advanced Clinical Practitioners (ACPs), Advanced Nurse Practitioners (ANPs), & Non-Medical Prescribers
- ◇ Defining what is considered "safer staffing": patient-to-med ratios & their impact on care quality
- ◇ Links and continuity of care from community hospital to community, including communication channels with social care & community teams
- ◇ Pathways to care, financial considerations, & resource implications
- ◇ Benefits and challenges associated with each model
- ◇ Strategies for timely discharge and prevention of emergency readmissions

Kirsty is the Chair of the CHA as well as a Director. As a general practitioner, she has spent the last seven years working covering Stroke, Palliative Care, and Elderly Care patients in Worcestershire's Community Hospitals (of which there are seven!). During this period, she became interested in frailty and earned a diploma in geriatric medicine (DGM). Her team brought GP Trainees to Community Hospitals in partnership with the local deanery, and she is hopeful that the local community hospitals would provide placements for the new medical students at the University of Worcester, where Kirsty is also an Associate Lecturer. She noticed a dearth of knowledge among patients and their families concerning all areas of ageing and frailty so has set up a patient educational service *Healthacate* in response to this.

Kirsty believes Community Hospitals are an important resource within the National Health Service for providing services particularly to those patients living with frailty. As Chair of the CHA, she hopes the CHA can continue to raise the profile of all community hospitals UK wide & continue to engage in strategic discussions with healthcare leaders regarding the importance of providing appropriate resources to these community assets that allow them to flourish and reach their full potential.



SUSSEX COMMUNITY BEDS PROGRAMME - GETTING UP, DRESSED AND MOVING TO GET HOME!

10.45AM & 11.35AM

ROOM: BLENHEIM



STEFFI BAILEY, ADVANCED CLINICAL PRACTITIONER & REHABILITATION TRANSFORMATION LEAD SUSSEX COMMUNITY NHS FOUNDATION TRUST

This workshop will share some of the work undertaken in Sussex, across the bedded units to reduce and monitor the impact of deconditioning. The session will have a focus on national guidance and evidence, data and how the work in Sussex has supported cultural change to improve outcomes and get patients home sooner. Please come to the session with any learning from your own organisations about supporting reconditioning in patients and work being undertaken to get patients back home sooner that can be shared and discussed with the group.

Sussex Community NHS Foundation Trust won a [CHA Innovation & Best Practice Award last year for their End PJ Paralysis](#) campaign.

[READ MORE HERE](#)


Steffi Bailey is a physiotherapist by background with an MSc in advanced practice, working for Sussex Community NHS Foundation Trust. She has worked in SCFT's intermediate care units as a physiotherapist then progressing into an Advanced Clinical Practitioner Physiotherapist role. For the last two years Steffi has been working as a Rehabilitation Transformation Lead, with an initial focus in a Sussex Community Bed Optimisation Programme, with the role now expanding across wider intermediate care service transformation. She also works for NHS Sussex ICB as a clinical lead on the Rehabilitation and Reablement programme, working towards improving rehab and reablement services through collaborative and consistent working across the whole Sussex.

“My passion is in service development to improve access and joined up working of services for patients, with special interest in supporting older adults living with frailty.”



PROMOTING COMMUNITY HOSPITALS - PAST, PRESENT AND FUTURE FUNDRAISING - AN INTERACTIVE WORKSHOP

10.45AM & 11.35AM

ROOM: METEOR



FRIENDS OF WIMBORNE HOSPITAL OPEN A NEW CHARITY SHOP

DR STEPH HAYDON, RESEARCH FELLOW, UNIVERSITY OF BIRMINGHAM

Hospitals have always served and been served by communities in a mutual relationship. Even under the NHS, in which essential services are provided by the state, communities continue to volunteer time to work at reception or visit patients, donate to hospital-affiliated charities, and organise fundraising events in the community, amongst many other activities. With the NHS now at 75 years old, we asked hospital fundraisers and volunteers about the future of fundraising at their community hospitals: if we imagine ourselves 25 years into the future, when the NHS is 100, what do we think fundraising will look like? How will communities support their hospitals then? To support this thinking, participants made posters imagining fundraising campaigns of the future.

In the first half of this workshop, I will share insights from this research, including fundraisers' concerns (e.g. whether we will have an NHS in 25 years' time, whether important groups like Leagues of Friends will survive that long) and optimism (e.g. confidence that we will always value social interactions which hospitals provide space for). The second half of this workshop will be interactive as attendees have the chance to similarly speculate on the future of fundraising for community hospitals, making their own posters for future fundraising campaigns.

Steph Haydon is a researcher of nonprofit organisations and activities. Her work examines both historic and contemporary forms of charity and philanthropy, including why people give, how they give, and the influences of such practices of society, culture, and policy. Steph is currently a Research Fellow at the University of Birmingham where she researches charity in the NHS, and a Research Associate at the University of Kent where she researches large-scale philanthropy.



[READ MORE ABOUT
STEPH'S WORK HERE.](#)



ELECTRONIC PRESCRIBING AND MEDICINES ADMINISTRATION ROLL OUT AND DISPENSARY INTEGRATION

10.45AM & 11.35AM

ROOM: JAVELIN



ELECTRONIC PRESCRIBING AT SCFT

REBECCA GOSRANI, SENIOR CLINICAL PHARMACIST - DIGITAL,
[SUSSEX COMMUNITY NHS FOUNDATION TRUST](#)

The SCFT EPMA roll out to 13 adult inpatient wards lasted 10 months during 2022-23. In this workshop we explore the important factors that contribute to a successful EPMA implementation and the trials and tribulations faced along the way. I will introduce the EPMA - Dispensary integration, that was first of type for the suppliers, and look at how designing this system interoperability created a flow of data between systems to improve patient care and safety. I will bring us back to present day and update of our progress embedding EPMA into everyday practice and what we want to do next to continue to build a digitally enabled medicines management service at SCFT.

The team at SCFT won a CHA Innovation and Best Practice Award in 2023.

[READ ABOUT IT HERE.](#)



Rebecca Gosrani is a senior clinical pharmacist at SCFT. She became the Digital pharmacist in 2022 just as the trust went live with an Electronic Prescribing & Medicines Administration system. Rebecca led this roll out for the next 10 months. She is now the Medicines Management lead for EPMA, outpatient electronic prescribing via EPS and any other digital initiatives involving medicines. She has recently completed the NHS Digital Academy flagship course - a Postgraduate Diploma in Digital Health Leadership at Imperial College, London.

“Like with most clinicians that end up working in a digital role I fell into the job, but have since gained a passion for helping the NHS achieve it's ambition of creating a digitally connected healthcare system.”



WHAT NEXT FOR COMMUNITY ASSESSMENT AND TREATMENT UNITS: SAME DAY EMERGENCY CARE WITHIN A COMMUNITY HOSPITAL SETTING

10.45AM & 11.35AM

ROOM: CATHEDRAL

SUE GREENWOOD, MODERN MATRON MBE QN,
COMMUNITY HOSPITAL ASSOCIATION COMMITTEE MEMBER

Community Assessment and Treatment Units were operationalised as part of the Cornwall NHS joint system response to the National Pandemic, since their inception they have naturally evolved to encompass new knowledge skills and practices delivered close to home. The NHS is much-admired for its innovation and responsiveness in providing care closer to home, our CATUs have naturally evolved within a mindset of the art of the possible in recognising and releasing the potential within our Community Hospitals in Cornwall, from the outset the teams' ambitions, supported by system leads and professionals have continued to develop and push the boundaries of traditional SDEC services traditionally placed within an acute setting, however by systems working creatively the true potential of delivering SDEC within the community is enabling care at place. Lord Darzi recognises and values the transition to base innovative accessible urgent care services within Community settings. (Darzi, 2024).

It is time to recognise the true value of community hospitals and how they can shape urgent care closer to the community they serve.

DEPARTMENT OF HEALTH AND SOCIAL CARE, NHS ENGLAND, STREETING W. INDEPENDENT INVESTIGATION ORDERED INTO STATE OF NHS. 11 JUL 2024.



SUMMARY LETTER FROM LORD DARZI TO THE SECRETARY OF STATE FOR HEALTH AND SOCIAL CARE - GOV.UK (WWW.GOV.UK)



Sue Greenwood is a Modern Matron and Clinical lead at Cornwall Partnerships NHS Foundation Trust. Sue has long been an active supporter of the CHA, and has contributed to our forum and discussions. Sue has been key to successfully establishing CATU (Community Assessment and Treatment Units) in community hospitals for frail elderly patients. For their CATU initiative Sue and her team attracted a commendation in CHA Innovations and Best Practice programme. Sue Greenwood is a Queen's Nurse and has received an MBE for her services.



NHS BENCHMARKING COMMUNITY HOSPITAL DATA

10.45AM & 11.35AM

ROOM: GLADIATOR

SARAH HANDBY, NETWORK SENIOR PROJECT MANAGER, NHS BENCHMARKING NETWORK

We will be exploring the data that the network currently holds around community hospitals from our member programme. This will be focused around emergency care (type 3 units) and older people services. There will also be an opportunity to explore how benchmarking could support organisations in the future.



FULL DETAILS OF OUR WORKING PROGRAMME CAN BE FOUND HERE



“Established in 1996, the NHS Benchmarking Network is a member community of health and social care providers and commissioners, and like-minded organisations. We deliver national and bespoke benchmarking projects to support planning and service improvement across the acute, community, and mental health, learning disabilities and autism sectors. Our vision is to enable members to improve patient outcomes, raise health standards and deliver quality health and care services through data excellence, benchmarking and the sharing of innovation.”

Sarah Handby is a senior project manager at NHS Benchmarking Network. The network delivers national and bespoke benchmarking projects to support planning and service improvement across the acute, community, and mental health, learning disabilities and autism sectors. Sarah has over 15 years of experience working with healthcare organisations in service and process improvement. NHS Benchmarking join the conference as an exhibitor this year. Find them in the Buckholt Suite with NACEL.



PROFESSOR CHRIS WHITTY, CHIEF MEDICAL OFFICER AND EXPERT ADVISER

Professor Chris Whitty is Chief Medical Officer (CMO) for England, the UK government's Chief Medical Adviser & head of the public health profession. Chris is a practising NHS Consultant Physician at University College London Hospitals (UCLH) & the Hospital for Tropical Diseases, and a visiting professor at Gresham College.

Chris is an epidemiologist & has undertaken research & worked as a doctor in the UK, Africa and Asia. He was Professor of Public & International Health at the London School of Hygiene and Tropical Medicine (LSHTM) before becoming CMO and remains an honorary professor.

Chris was the Chief Scientific Adviser for the Department of Health & Social Care (DHSC) from January 2016 to August 2021, with overall responsibility for the department's research and development, including being head of the National Institute for Health Research (NIHR), the government's major funder of clinical, public health, social care and translational research.

Chris was the interim Government Chief Scientific Adviser from 2017 to 2018, including during the Novichok poisonings. Before that, he was the Chief Scientific Adviser at the Department for International Development (DFID), which included leading technical work on the West Africa Ebola outbreak and other international emergencies.

[READ THE CMO'S ANNUAL REPORT 2023: HEALTH IN AN AGEING SOCIETY HERE](#)



“

Community Hospitals are an essential part of provision for both inpatient and outpatient care for many citizens in England and the wider UK. They provide high quality, local and relevant care for many patients, and in particular older patients who often do not live in the major cities where acute hospitals are found. The UK is very fortunate to have Community Hospitals and the wide range of services those who work in them provide.”

PROFESSOR CHRIS WHITTY

DR HELEN TUCKER, CHA PRESIDENT AND SPECIAL INTEREST GROUP CO-CONVENOR

“Community Hospitals across the UK”



Dr Helen Tucker is the outgoing President of the Community Hospitals Association (CHA). Helen is passionate about community hospitals and the positive contribution they make to local health and wellbeing. Helen has been involved in management and research in community hospitals for over 35 years and has worked as a consultant with community hospitals across the UK. Helen's PhD focused on integrated care in community hospitals, and she has published papers on aspects of community hospital care. Helen is a reviewer for academic journals and is on the Editorial Advisory Board for the Journal of Integrated Care. Helen is a Co-Convenor for the Special Interest Group for Community Hospitals within the Q Community and has organised a series of discussion groups for SIG and CHA members.

“Community Hospitals across the UK”

The CHA promotes the 500 community hospitals across the UK, and this talk will focus on the model of community hospitals across the 4 nations. Case study examples will illustrate the role and contribution of these local hospitals. This will lead to a discussion about making these valued community assets so that they serve as a hub for healthcare, social care and promoting wellbeing for the whole community.

DR DAVID SEAMARK, CHA VICE PRESIDENT & DIRECTOR

“Community hospitals past, present and future”

David is the Vice President and a Director of the Community Hospitals Association (CHA), having been involved with the CHA since beginning his general practice career in Honiton, Devon, in 1990. Throughout his career, David has worked extensively in community hospitals and visited numerous hospitals across the UK. Alongside his clinical practice, he has pursued a parallel research career, with a significant focus on end-of-life care in the community, particularly the role of community hospitals in providing end-of-life and palliative care. He has collaborated with Birmingham University on a study examining the role and community importance of these hospitals. Although retired as a GP partner, David continues to work as a locum and actively pursues his research interests.



DAVID AND HELEN WERE PART OF THE RESEARCH TEAM FOR THE UNIVERSITY OF BIRMINGHAM'S COMMUNITY HOSPITALS RESEARCH PROGRAMME.

[READ MORE HERE.](#)



[READ COMMUNITY HOSPITALS: EMBEDDING COVID-19 POSITIVE IMPACT CHANGES THROUGH SHARED LEARNING HERE](#)



WHY HOSPITALS MATTER - Saving community hospitals from closure through local ownership

2.15PM & 3.20PM

ROOM: METEOR



(Campaigners celebrate the transfer of Edward Hain Hospital building (Picture: Nik Read))

DR STEPH HAYDON, RESEARCH FELLOW,
UNIVERSITY OF BIRMINGHAM

Last year, residents of St Ives raised £1 million to purchase their community hospital from the NHS, saving it from permanent closure. Whilst this may seem like a unique event, the 'saving' of the Edward Hain is actually the latest in an unusual series of NHS hospitals leaving the service to return to charitable control: since 1984, at least 11 hospitals have made this organisational move.

In each case, the hospital was threatened with closure from health authorities trying to save money amidst significant funding cuts. Health authorities talked about these hospitals solely in medical and economic terms; communities defending these hospitals highlighted the wider social and symbolic roles they play. In this session, I will share these different roles, why they matter(ed) to communities, and how they were mobilised from campaigns against closure into campaigns for voluntary takeover.

Steph Haydon is a researcher of nonprofit organisations and activities. Her work examines both historic and contemporary forms of charity and philanthropy, including why people give, how they give, and the influences of such practices of society, culture, and policy. Steph is currently a Research Fellow at the University of Birmingham where she researches charity in the NHS, and a Research Associate at the University of Kent where she researches large-scale philanthropy.



[Read more about Steph's work here.](#)



GLOUCESTERSHIRE HEALTHCARE MINOR INJURY & ILLNESS UNITS

2.15PM & 3.20PM

ROOM: AVON

SARAH DEO, MATRON COUNTYWIDE MIIUS, CIRENCESTER HOSPITAL & MICHELLE LEWIS, SENIOR EMERGENCY NURSE PRACTITIONER & TEAM LEAD MIIUS, VALE COMMUNITY HOSPITAL

Our workshop will discuss the current activity in MIIU, referral sources the balance between illness and injury, challenges we have faced, innovative practice and quality improvement initiatives.



VALE COMMUNITY HOSPITAL



CIRENCESTER HOSPITAL

Sarah Deo's early career was in Intensive Care Nursing but over the past 10 years she has specialised in Primary and Urgent Care - working in Out of Hours Services and in General Practice, working in MIIUs in Oxfordshire, Urgent Treatment Centres in Wiltshire and most recently managing the countywide GHCFT MIIUs across Gloucestershire. Sarah is a registered specialist practitioner and qualified as an Emergency Practitioner in 2012.



Michelle Lewis has over 20 years' experience working in hospitals across Gloucestershire. She has worked at Gloucestershire Health and Care NHS Foundation Trust for 10 years where she is Senior Emergency Nurse Practitioner and Team Lead Minor Injury Unit and Illness at Vale Community Hospital.



SUSTAINABILITY IN COMMUNITY HOSPITALS-RYE'S NET ZERO ACHIEVEMENT & FROME'S EARTHLY IDEAS-CREATING A SUSTAINABLE HOSPITAL

2.15PM & 3.20PM

ROOM: GLADIATOR

FROME COMMUNITY HOSPITAL



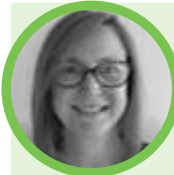
JO POSNETTE, TRUSTEE OF RYE & WINCHELSEA DISTRICT MEMORIAL HOSPITAL AND PETER HARVEY & MELISSA MESSENGER, FROME COMMUNITY HOSPITAL

This workshop will show you the small but effective ways in which we introduced sustainability ideas to the hospital & how that influenced staff, our recycling habits & the wider community. This warts-and-all presentation will show you the successes & failures of the project in the hope that you too can do similar in your hospital.

In 2021 Rye, Winchelsea and District Memorial Hospital Charity commissioned the design and installation of solar panels and storage batteries which enabled the complete elimination of all gas fired equipment and replacement with electric flow boilers, calorifiers and LED lighting on the hospital site. The resulting improvement in the "patient experience" and working environment has been worth every meeting held, pound spent and decision made. By the end of 2024, we estimate the overall energy consumption at the hospital will be 40 per cent less than in 2020, with a total reduction of approximately 260 tonnes of carbon per annum, the equivalent of planting approximately 4,300 trees. This workshop will give you a taster of the journey that led to Rye, Winchelsea and District Memorial Hospital becoming the first carbon neutral hospital in the UK.



Hub for Rye Hill



Melissa Messenger is the Senior Administrator for Frome Community Hospital, supporting Shepton and West Mendip hospitals. She enthusiastically joined a sustainability project led by Matron

Peter Harvey, highlighting the value of inspiring others about sustainability.



Peter Harvey, former Matron at Frome Community Hospital, now at Bridgwater Hospital, aims to reimplement the sustainability project, promoting practical sustainability measures for staff to use at work & home.



Jo is a registered nurse who was previously Matron of Didcot Community Hospital. She is a Trustee of Rye and Winchelsea District Memorial Hospital and Chairs the Clinical Services committee. As a management consultant Jo worked with and advised community hospitals and health and social care providers from the

statutory, voluntary and charitable sectors. She is well known in legal circles as an expert witness for the Court, advising on care in catastrophic injury claims. Jo is a Community First Responder with SECamb NHS Trust and since 2021 has run Covid vaccination clinics in and around Rye. Jo has been involved with the CHA over many years, attending conferences and supporting the work of the Association through membership of the CHA and our Q SIG.

PALLIATIVE & END OF LIFE CARE IN COMMUNITY HOSPITALS: WHAT THE NATIONAL AUDIT TELLS US

2.15PM & 3.20PM

ROOM: CATHEDRAL



DR MARY MILLER, CLINICAL LEAD, NATIONAL AUDIT OF CARE OF THE DYING (NACEL) & JOYLIN BROCKETT, SENIOR PROJECT MANAGER, NHS BENCHMARKING NETWORK

This workshop will introduce the audit, including the four subsections (data from case notes, data from bereaved people, data from staff and data at an organisational level). Workshop leaders will present an overview of the data from the first four rounds of the audit (2018 – 2022) and data from the first six months of the current audit (2024).

Delegates will work together to:

1. CONSIDER HOW TO USE THE DATA TO IMPROVE THE CARE OF DYING PATIENTS AND THE SUPPORT WE OFFER FAMILIES IN MY HOSPITAL.
2. THINK ABOUT WHAT DATA WOULD SUPPORT COMMUNITY HOSPITALS TO PROVIDE CARE AT THE END OF LIFE.

Dr Mary Miller qualified from University College Cork, Ireland in 1988. Mary trained and worked in palliative medicine in Ireland, Sweden and the UK and has been a consultant in palliative medicine in Oxford since 1998. Mary was appointed as Clinical Lead for the national audit in January 2023. The national audit examines care received by dying patients in community hospitals, acute hospitals and mental health hospitals. The audit reviews documented care from patient notes and organisational level data. The audit also asks families for feedback on their view of the care the patient received and their view of the support they received. The fourth element of the audit ask staff for their view of care at the end of life in their organisation. The audit takes place in England, Wales and Northern Ireland.

[READ MORE ABOUT MARY'S WORK.](#)



Over the past 6 years, Joylin has been involved in numerous healthcare benchmarking projects at the Network, including projects for community physical health service providers, bespoke projects for ICBs and the National Audit of Care at the End of Life (NACEL). Her current role involves overseeing the delivery of NACEL, supporting data collection and reporting. The aim of the audit is to improve the quality of care at the end of life in hospitals across England, Wales and Northern Ireland.

[READ MORE ABOUT NACEL HERE.](#)



THE FOUR PILLARS OF ADVANCED CLINICAL PRACTICE & DEMONSTRATING EXCELLENCE ACROSS COMMUNITY HOSPITALS

2.15PM & 3.20PM

ROOM: BLenheim

SAM VAUGHAN, ADVANCED CLINICAL PRACTITIONER & JENNIFER WESTON, TRAINEE ADVANCED CLINICAL PRACTITIONER, OXFORD HEALTH NHS FOUNDATION TRUST



The area of advanced practice is an emerging and innovative area in healthcare. Advanced practitioners work at a level of practice characterised by a high degree of autonomy and complex decision making. Their role encompasses four pillars of practice: clinical practice, leadership and management, education and research. This workshop will explore how these four pillars can be incorporated into every day practice.

Sam is a nurse with over 39 years' experience working in multitude of settings including more recently district nursing and ambulatory care. She was integral to the setting up of the new medical model in Oxfordshire community hospitals. Alongside working clinically she is the coordinating educational supervisor for the team of tACPs. She has a specialist interest in frailty and staff development. In her spare time, Sam loves being outdoors whether that be hiking, open water swimming or gardening.

Sam Vaughan, ACP, MSc (Geratology), BSc



Jennifer is a nurse with over 29 years' experience working in critical care and as a respiratory specialist nurse. She moved into the trainee Advanced Clinical Practitioner (tACP) role three years ago as a part of the newly formed team within the Oxfordshire Community Hospitals with a specialist interest in frailty and rehabilitation. She is currently completing her MScACP dissertation on delirium in the community hospitals. In her own time, she enjoys lazy Sundays reading in the sunshine and any sports that involve water.

Jennifer Weston, tACP, BScN



GLOUCESTERSHIRE DEMENTIA CARE TOOL

2.15PM & 3.20PM

ROOM: BUCKHOLT

LUCINDA WILLIAMS, WARD SISTER & DEMENTIA LEAD, TEWKESBURY COMMUNITY HOSPITAL & BRIONY ZABELBERG, DEMENTIA EDUCATION LEAD NURSE & MENTAL HEALTH LIAISON

The Dementia Education Lead will offer a unique chance for people to learn about seeing the world as someone with dementia does. This understanding has helped create the Gloucester Dementia Care tool, developed by Lucinda Williams for her Dementia Lead award.

The workshop will showcase this CARE tool and explain what the Dementia Education Team does in the Gloucestershire Health and Care NHS Trust. Attendees will get to try on special glasses that show how dementia can affect a person's vision, giving them a hands-on experience of the challenges faced by those with the condition.



Lucinda Williams started nursing in 2000 after working with people with learning disabilities and autism. She worked 12 years in acute settings before joining Tewkesbury Hospital as ward sister in 2015.

Having completing her dementia lead course in 2023, she designed the dementia CARE tool, winning 'Seeing Me' category at the South West Integrated Personalised Care Awards NHS England. Lucinda is also part of the Tewkesbury and the Gloucester Dementia Action Alliance Group, has implemented My Life Tree on her ward at Tewkesbury, and takes patients to monthly 'Daytime Disco' events. Lucinda is passionate about person-centred care.



Briony Zabelberg is the GHC -Dementia Education Lead nurse (job share) for Gloucestershire Dementia Education Team. She also works as a Mental Health Liaison nurse in Cirencester Community Hospital .

The Dementia Education Team delivers countywide training for Tier 1, 2 and 3 of the [Dementia Core Skills Education and Training Framework.pdf](#) (skillsforhealth.org.uk) to all statutory and non statutory organisations.



READ MORE HERE.



SPECIAL INTEREST GROUP IN Q

Community Hospitals SIG: sharing good practice

The Community Hospitals: sharing good practice Special Interest Group (SIG) has a focus on sharing good practice and networking. The SIG brings together members who want to explore their experiences, look at measures of quality, discuss continual and sustainable quality improvements, and who have an aim to facilitate spread and adoption of good practice.



JOIN THE CHA SIG

MEMBERS OF THE SIG ARE ABLE TO:

- ◇ Access learning events
- ◇ Develop new networks
- ◇ Generate practice based and quality improvement discussions
- ◇ Learn from the experiences of others
- ◇ Promote the value of the SIG and how it can be applied to the wider health and social care system
- ◇ Share quality improvement and service development initiatives

The Community Hospitals Special Interest Group within the Q Community is managed by the Community Hospitals Association. The group is convened by Evelyn Prodger and Helen Tucker.

The SIG was developed as part of our CHA Project 'Community Hospitals: Embedding COVID-19 positive impact changes through shared learning' supported through Q Exchange. The CHA is supported to develop this SIG through support from Q Connections.

SIG RECORDINGS ON YOUTUBE @CommHospUK

We are pleased to share that a selection of our special interest group online discussions are now available on the **CHA YouTube** channel here @CommHospUK

MORE TO FOLLOW!



WHAT IS Q?

We are a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. We share our knowledge and support each other to tackle challenges. Together, we make faster progress to change health and care for the better.

Members are at the heart of Q. The community thrives on its diverse range of skills, knowledge and perspectives. We inspire and support each other every day to deliver improvements to health and care. We develop our methods and share insights as we do so. And with a community spanning health, care and lived experience, we find new and inclusive ways for everyone to progress.

Membership of Q is free. Through networking and events, topic-focused groups and collaborative funding programmes, we support members to develop and deliver their day-to-day work. We bring people together through the Q Lab network to learn about specific topics, uncover new insights and develop and test ideas. Our insight and resources are available for anyone to learn, share and support each other. Q provides a flexible way to boost the resilience, capacity and impact of people working throughout health and care where it's needed most.

Along with our partners and members, we have the reach to bring about individual and collective change that extends far beyond our community. By combining our energy and actions, we multiply our power to create more effective, equitable and sustainable health and care.



Q is led by the Health Foundation
and supported by partners across
the UK and Ireland

@theQCommunity

g@health.org.uk





The Community Hospitals Association (CHA) **Innovation and Best Practice Awards** is an annual programme that recognises and celebrates innovative practices, projects & initiatives in community hospitals across the four nations of the UK. The awards are designed to showcase outstanding work that improves patient care, enhances service delivery & promotes innovation in community healthcare settings. Since launching in 2000, the CHA has awarded 164 national Innovation & Best Practice awards celebrating good practice in community hospitals.



SUSSEX COMMUNITY NHS FOUNDATION TRUST WINNING THEIR 2023 IBPA

The awards aim to identify and share best practices that other community hospitals can use or adapt. They also provide a platform to recognise the achievements of healthcare teams and individuals who demonstrate excellence. The programme encourages innovation in areas such as care delivery, patient safety, service integration, and workforce development. Each year, the awards cover various categories, including patient experience and involvement, integration of health and social care, innovation in service delivery, quality improvement, and staff development and leadership. Special recognition is also given for exceptional contributions, such as team of the year or lifetime achievement awards.



TRISH JAY, PAST CHA COMMITTEE MEMBER PRESENTING THE AWARD IN 2005 TO
CHERE TURBEVILLE FROM BRIDGEWATER AND SHARON HINES FROM BURNHAM ON SEA

Past award winners have included initiatives that focus on improving patient rehabilitation services, reducing hospital re-admissions, enhancing palliative care, and developing new approaches to managing long-term conditions. The CHA is delighted about the role these awards play in promoting excellence and innovation in community hospitals while providing a platform to showcase and recognise the outstanding contributions to patient care and service improvement by community hospital's staff.

MATRONS IN OXFORDSHIRE WINNING IN 2022



This year the CHA is delighted to receive applications in the form of posters from community hospitals teams and individuals. We are pleased to share details about our award winners on the following pages.



We would like to thank our dedicated IBPA awards panel whose work allows this programme to continue each year.

- ◇ Kate Riddle RN CHA Committee Member
- ◇ Helen Rowe BSc Hons ILM member CHA Committee Member
- ◇ Sue Greenwood MBE RN QN MA CHA Committee Member
- ◇ Jo Posnette RN CHA Committee Member & Trustee of Rye & Winchelsea District Memorial Hospital
- ◇ Heather Penwarden BEM Chair of Honiton Hospital & Community League of Friends



Special thanks goes to Julia Fairhall, CHA committee member and Associate Director of Nursing, SCFT for chairing the IBPA panel and organising this year's awards.

A RECORD OF AWARDS PRESENTED SINCE 2000 CAN BE FOUND HERE. IT DEMONSTRATES THE BREADTH OF SERVICES AND FACILITIES THAT ARE OFFERED IN OUR COMMUNITY HOSPITALS.





Thank you to everyone who submitted posters to this year's Innovation and Best Practice Awards. We are thrilled so many community hospital's staff took the time to create wonderful posters representing their innovations in their work that improves care and outcomes for patients and staff alike.

This year the judging panel awarded three winning posters. As the standard was so very high, they decided to award a fourth winner for a special 'Green Initiative', along with two highly commended posters.

Congratulations to all our wonderful community hospitals innovators!

We are delighted to announce this year's Innovation and Best Practice Award winning and highly commended poster entrants as follows:

WINNERS 2024

AMI COOK & DEBBIE POULSTON,
Physiotherapists at **Paulton & Bath Community Hospitals**, Royal United Hospitals Bath NHS Foundation Trust for their poster on:

"Cubii Seated Exercise Project"



THE JUDGING PANEL COMMENTS:

"The 'wonderful project' aims at improving rehabilitation and mobility for patients by reducing deconditioning. Patients have shown improvement in their mental wellbeing through exercises using Cubii, which also introduced a social and competitive element as they sought to enhance both time and distance."

JOHANNA BARNES, Advanced Practitioner, Clinical Assessment and Treatment Unit (CATU) at **Tewkesbury Community Hospital**, Gloucestershire Health and Care NHS Foundation Trust for her poster on:

"Delirium"



THE JUDGING PANEL COMMENTS:

"This brilliant piece of work employs quality improvement methodology to implement the use of the 4AT tool, demonstrating collaborative working and engagement of stakeholders. The initiative aims at improving patient care and experience through the effective use of the PINCHME care plan."

LUCY SOMERVILLE, Professional Development Nurse, Clinical Education & Development Team at **Brighton General Hospital**, Sussex Community NHS Foundation Trust for her poster on:

"Innovation in Healthcare Support Worker (HCSW) Preceptorship"

THE JUDGING PANEL COMMENTS:

"The "Wonderful project" demonstrates the importance of investing in staff by giving Healthcare Support Workers (HCSW) a voice. It highlights some amazing project work carried out by HCSW that has significantly impacted high-quality care and patient experience."



GREEN INITIATIVE WINNER



MELISSA MESSENGER & PETER HARVEY, at **Frome Community Hospital**, Somerset NHS Foundation Trust for their poster:

"Earthly Ideas Frome Achievements"



THE JUDGING PANEL COMMENTS:

Somerset NHS Foundation Trust

"A really impressive and wonderful sustainability project involving all staff and patients, but also benefiting the community. It has supported the community, with changes impacting on the work environment but also seeing changes in home lives, and all ideas are transferable, as staff learned how to make seed pots and plant and grow in connection with the national forest project."

HIGHLY COMMENDED

MAGGIE MCDOWELL, Team Lead Physio at **Milford Community Hospital**, Royal Surrey NHS FT for her poster:

"Lunch Club Quality Improvement"



THE JUDGING PANEL COMMENTS:

"Highlighted the importance of enhancing interaction and wellbeing in hospital setting which can be socially isolating."

TRACY UWAECHIE, Healthcare Support Worker at **Crawley Hospital**, Sussex Community NHS Foundation Trust

"Group Activities to Improve Patient Experience"

THE JUDGING PANEL COMMENTS:

"Wonderful piece of work led by HCSW regards improving fun activities in the hospital setting improving patients mobility and health and wellbeing."



Cubii Seated Exercise Project



Increasing the amount of strengthening exercise on Paulton & Bath Community Hospital Wards

Ami Cook (Physiotherapist) and Debbie Poulston (Physiotherapist)

Background:

Patients spend long periods of their hospital stay being sedentary and deconditioning. Any functional decline can impact on levels of independence and ultimately discharge destination.

We aimed to find a cost-effective, efficient solution that didn't require additional staffing or space and was accessible for most patients, including the frailest.

Description:

- Applied for a grant to fund six machines for two community hospital wards
- Eligibility criteria formed to ensure safety
- Outcome measures agreed
- Training of staff
- Data collection



Impact:

- 143 patients used the Cubiis during the first 3 months
- Record month in June 2024, 55 different patients collectively pedalled over 127 hours

Patient feedback:

79 questionnaires were completed within first 3 months

- 96.2% of patients agreed they'd use the machines again if they were in hospital
- 96.2% of patients agreed the machines are beneficial for patients

"I am proud I was able to do it, it helps keep you going."

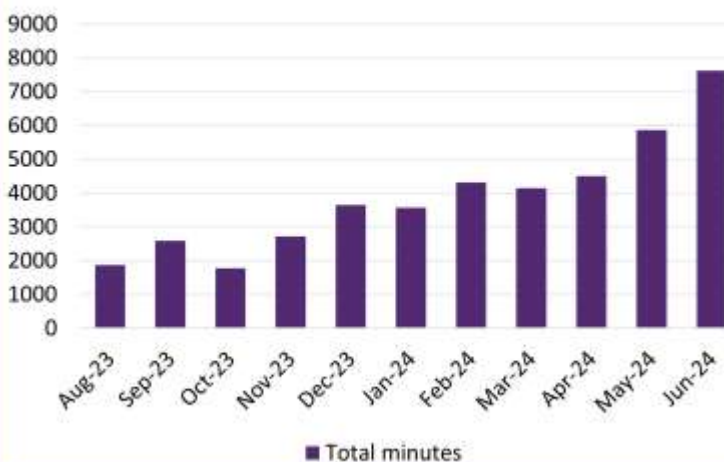
"It's enjoyable and beneficial, I really enjoyed watching the minutes tick by."

Staff feedback:

"It allows for patients to engage in more exercise and therapy."

"Quick, easy and can be used 7 days a week by therapy and nursing staff."

Total minutes exercised via Cubii each month



5-minute test results:

- Patients initially cycled for 5 minutes on level 1 and repeated the same test before discharge, the distance was recorded and compared.
- 86 tests were completed within 3 months.

Difference in 5 minute test scores (Admission compared to discharge)

- Increase
- Same
- Decrease



Our learning:

- A simple, progressive chair-based strengthening exercise that many patients are keen to engage with
- Identified a way to reduce sedentary behaviours, helping to prevent deconditioning without increasing therapy staffing

Next steps:

- Shared results within the organisation and nationally to allow them to apply our learning to multiple settings
- Contacted Cubii CEO to share learning, trial new Cubiis and received discount code
- Cubiis used daily within the community hospitals
- Promote continuing exercise following discharge

Email: Ami.Cook@hcrhcaregroup.com and Debbie.Poulston@hcrhcaregroup.com



@PhysioAmi
@PaultonTherapy

WINNER - INNOVATION & BEST PRACTICE AWARD 2024 Poster Submission:

CUBII SEATED EXERCISE PROJECT submitted by Ami Cook and Debbie Poulston, Physiotherapists, Paulton & Bath Community Hospitals, HCRG Care Group



QUALITY IMPROVEMENT PROJECT

INTRODUCTION OF A NATIONALLY RECOGNISED DELIRIUM SCREENING TOOL THE 4AT, IN ORDER TO INCREASE EARLY DELIRIUM IDENTIFICATION BY 75% WITHIN 6-MONTHS, THUS IMPROVING DELIRIUM MANAGEMENT, CARE AND EXPERIENCE FOR ELDERLY PATIENTS IN A COMMUNITY HOSPITAL SETTING.



NICE Guidance Updated 2023

"If indicators of delirium are identified, a health or social care practitioner who is competent to do so should carry out an assessment using the 4AT"

WHY DELIRIUM?

WHAT IS DELIRIUM?

Delirium is a common clinical syndrome involving disturbances in cognitive function, perception, attention and consciousness. Delirium may have fluctuating course and develop over hours or days.

COMMON TRIGGERS: PINCHMES

Pain, Infection, Nutrition, Constipation, Hydration, Medications, Environment, Surgery / Sleep (or a combination of causes).

PREVALENCE:

The prevalence of delirium for patients on medical wards varies between 15% and 30%.

RISKS FROM DELIRIUM:

Increased length of stay
Increased incidence of dementia
Increased hospital-acquired complications (such as falls, dehydration and pressure sores)
Increased incidence of being admitted to long-term care, Increased risk of dying
Distress for patient and family /carers

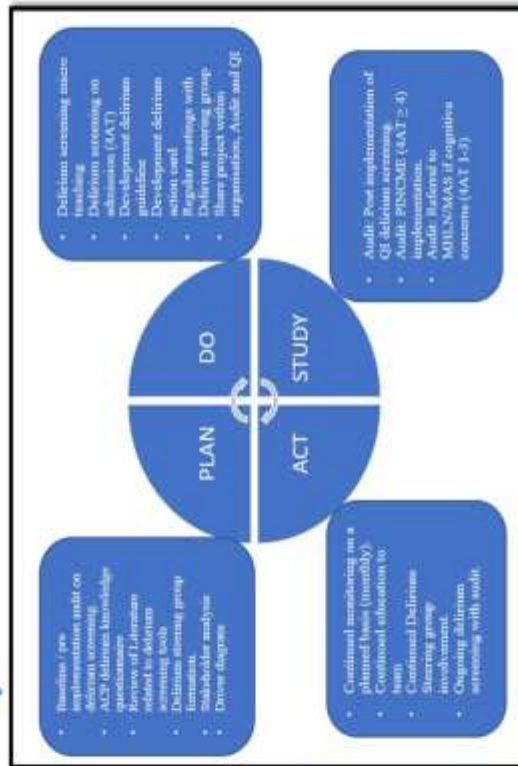
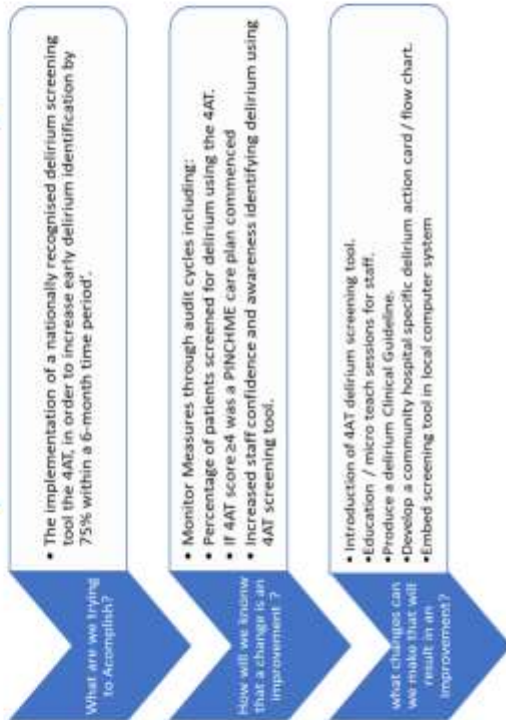
BENEFITS OF EARLY DETECTION:

Generating investigations into potential causes of delirium.
Initiating treatment.
Reducing associated risks.
Recognising and addressing distress.
Informing patients and carers of the diagnosis.

EASY WINS

- Undertake 4AT on all admissions (End of life patients exempt) and record in electronic notes
- If score ≥ 4 or more suggests possible delirium, please implement PINCHME care plan and discuss with MHLN
- If score 1-3 and NOT known dementia = possible cognitive decline, consider discussion / referral to MHLN or MAS on discharge.

METHODOLOGY



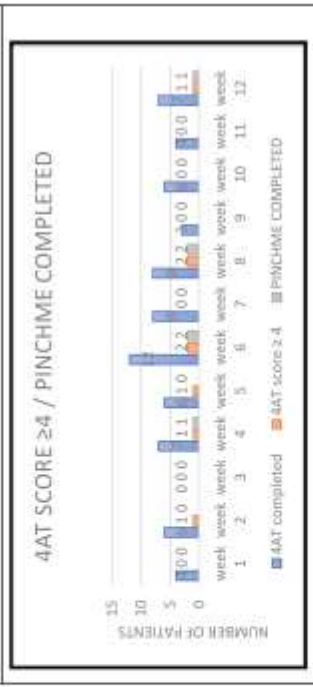
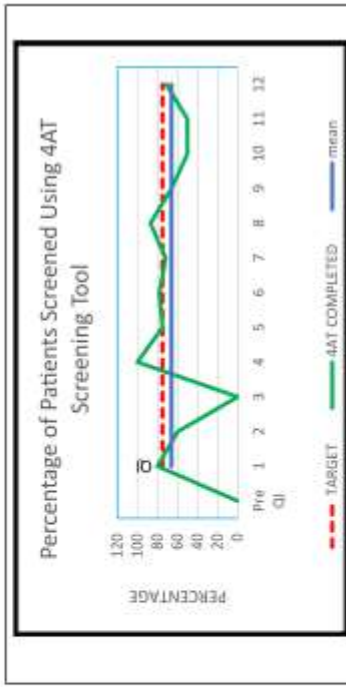
Taggart, Z., MacLellan, A., Averis, A., Boulton, C., Camilleri, M., O'Connor, M., Ryan, D., Sellen, T., Arnes, C., Chang, Y., Agarwal, R., Taggart, G., Quinn, T., Sherwin, B. and Gahan, R. (2022) Diagnostic Accuracy of the 4AT for Delirium Detection in Older Adults: Systematic Review and Meta-analysis. *Age and Ageing* [online], 50(3), 10.1093/ageing/afab003. Available from: <https://academic.oup.com/age/advance-article-abstract/doi/10.1093/age/afab003/6540000>

Shankar, B., Fin, C., Go, M., Siddons, N., Goss, A., Howard, J., Marshall, A., Bennett, A., Bennett, J., Black, P., Taggart, Z., Doyle, J., Sargent, J., Wier, C. and MacLellan, A. (2019) Delirium Detection in Acute Medical Inpatients: A Multi-Centre Prospective Comparative Diagnostic Test Accuracy Study of the 4AT and the Confusion Assessment Method. [online], 17 (130).

Treanor, R. (2024) *Delirium awareness*.

RESULTS AT TWELVE WEEKS

A positive increase in 4AT screening from 0% to a mean of 66% in 12 weeks
A 4AT score ≥ 4 identifying incidence of delirium = 13% (n=61), in line with national average.
A positive improvement with PINCHME care plan introduced if 4AT score ≥ 4 = 75%.



WHAT NEXT?

- Continue data collection / analysis
- Explore feasibility of embedding 4AT as a mandatory assessment within electronic clerking notes proforma.
- Continued development of Delirium Guideline
- Continued development of delirium Action Cards.
- Share QI / Data with wider organisation
- Consider feasibility of extending 4AT assessment to other community hospitals within organisation.

Innovation in Healthcare Support Worker (HCSW) Preceptorship & Development



Summary of HCSW Preceptorship & Development programme

Launched in November 2023, the Band 3 Preceptorship is a 6-month programme, taught over 8 days. A unique training programme for HCSW role development. With enhanced clinical skills; critical thinking; interpersonal skills; modelling professional identity and initiating a quality improvement (QI) project in their area of practice. Building confident competent practitioners for Nursing or Allied Health Professionals across all services within Sussex Community NHS Foundation Trust (SCFT). Based on the NHS Healthcare Leadership Model (2024) and the 6 C's NHS England (2024).
(Preceptorship Handbook & Framework- see Link 1)

Background & Rationale

Following the Care Certificate and clinical skills training, a gap in ongoing development for HCSWs was recognised.

This innovation enhances best practice and reduces attrition: **by developing a highly skilled, empowered workforce through investment in learning opportunities**. SCFT highlights the value and importance of our unregistered workforce.

Outcomes & learning

The outcome was a unique, adaptable and transferable model for staff development.

When asked: **'Has the programme content had a positive impact on you as an individual?'**
100.00% said "YES!"

We learnt the positive impacts:

- **91.67% had an increased interest for their role.**
- **83.33% said it raised ideas for further training and they would recommend colleagues to attend.**
- **66.67% more likely to remain in the Trust and develop their career in SCFT.**

(Cohort 1- Final day evaluations -see Link 2)

QI Posters



"I feel valued"

"It has helped me add value in my role by knowing what is expected of me, how to carry out my role exceptionally in line with trust values"

Feedback so far..

- ✓ **Maximum uptake across SCFT.**
- ✓ **Staff felt listened to and valued.**
- ✓ **Empowered to initiate QI.**
- ✓ **Staff feel more confident and better equipped.**

(Cohort 1- Final day evaluations -see Link 2)

"I love my role more"

Acknowledgements:
A huge thank you to all involved and supporting this innovation for best practice.

SCFT benefits...

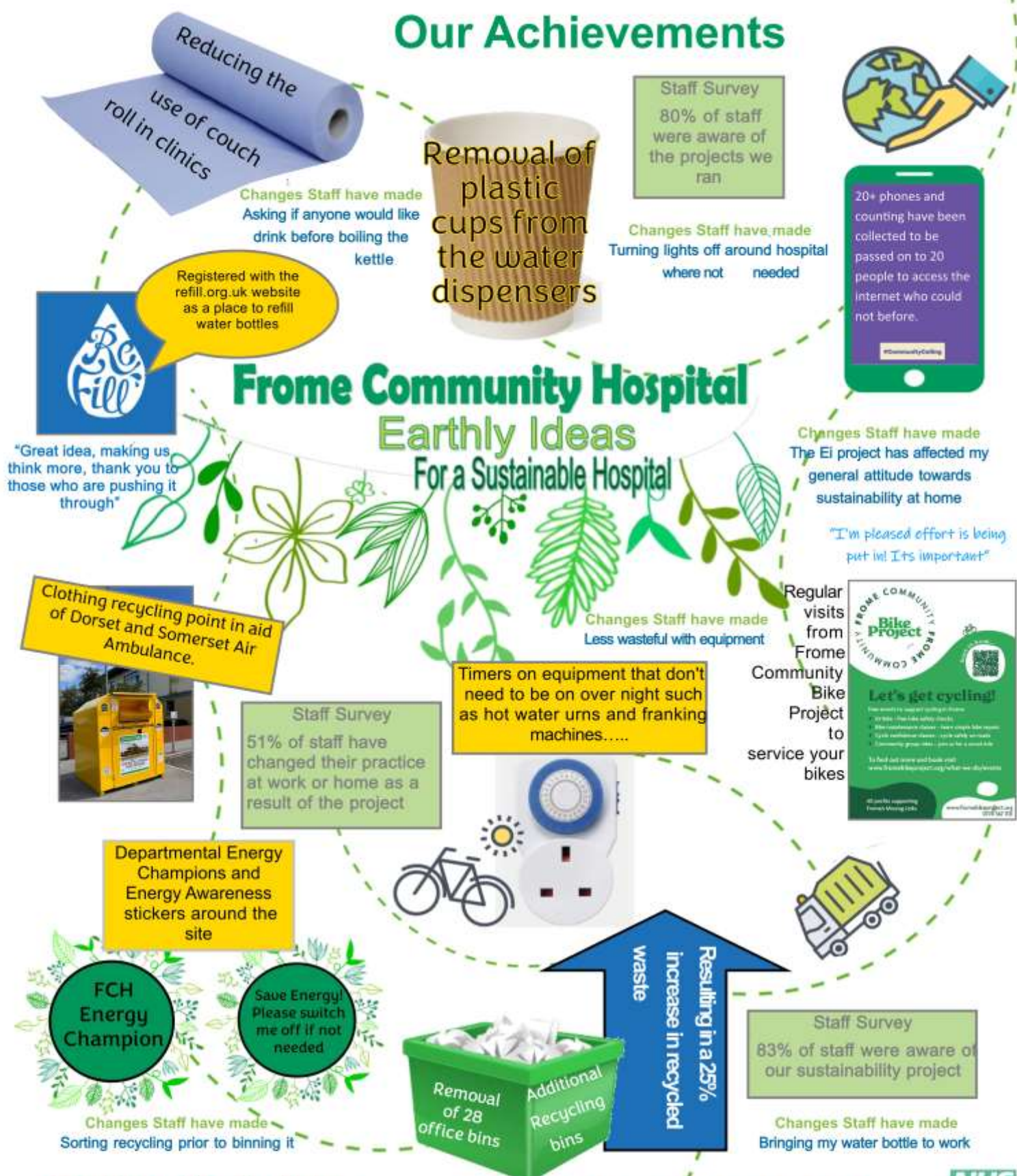
- Positive impactful QI projects with evidence-based change.
- The first cohort alone, has raised 9 projects across SCFT (see QI posters).
- Recognition of unique individuality for the role of HCSWs in community practice.
- Promoting a holistic, inclusive approach helps us to understand the diverse needs of our community.
- Cultivating an inclusive workplace culture and an environment where staff feel valued and respected, we enhance our cultural competency, therefore improving patient health and reducing health disparities.

(Generation.org, 2024)

References:

The 6 C's NHS England (2024) <https://www.england.nhs.uk/nhs-healthcare-leadership-model/>
NHS Healthcare Leadership Model (2024) <https://www.leadershipacademy.nhs.uk/healthcare-leadership-model/explore-the-healthcare-leadership-model/>
Generation.org (2024) <https://www.generation.org/news/the-benefits-of-diversity-in-the-healthcare-sector/>
Link 1 Band 3 Preceptorship and Development Framework and Handbook 2024
Link 2 Survey Results - SmartSurvey

Our Achievements



Our hope for the future...

"It is a really positive initiative for the future of the hospital"



Solar panels



More trees, flowers and plants



More public transport



Somerset NHS Foundation Trust

Frome

Somerset Bus Partnership

Lunch Club - Quality Improvement Project

Maggie McDowell

Milford Inpatient Physiotherapy Team Lead and AHP Educational Fellow, Frailty Academy, Royal Surrey Foundation Trust



- What- Providing lunch in a group setting instead of individually at bed/sides
- When- Two lunchtimes a week
- How- A MDT project involving all hospital teams

- Key patient outcomes
- Improved social interaction
 - Improved satisfaction
 - Increased physical activity
 - Potential to eat more in social setting

- Key staff outcomes
- Improved satisfaction
 - Reduction in wasted time for hotel services
 - Nursing staff freed up for lunch breaks

- Key challenges
- Staff adapting to change routine
 - Meeting infection control requirements
 - Communication between teams
 - MDT engagement

Background

From August 2023 – October 2023 Milford Inpatient therapists carried out a review of the frailty literature ([gettingitrightfirsttime.co.uk/](https://getitrightfirsttime.co.uk/))

Purpose of Review:

Ensuring we were providing an up to date evidence based service
Improve understanding of the frailty guidelines for the whole team
Highlight what we are doing well
Highlight areas for improvement
Improve team working within the therapy teams
Practice clinical analysis skills

Outcome of Review:

Frailty Patients identified
They felt isolated in hospitals
Lack of social interaction

The team considered what meaningful change could be made and this resulted in the Quality Improvement Project called Lunch Club.

The Challenge

Issues:

Review of national guidelines: Get it Right First Time highlight patients with frailty are feeling socially isolated in hospital
Currently all patients sit on their own by their bedside or in bed to eat their lunch

Goal:

For all patients in each ward to eat lunch together once a week in the day room and for this to be an established routine in 6 weeks.

To increase the amount of physical activity each patient engages in.

Measures:

Patient satisfaction questionnaire
Number of patients that dine together at lunchtime per week.

Wouldn't it be great if:

All staff understood the value of patients well-being and importance of social interaction and worked together to make lunch club happen.
There was more efficient lunch provision for staff

In scope:

Patients and staff who are able to work together to make this happen.
Focus on 1 mealtime: lunch

Out of scope:

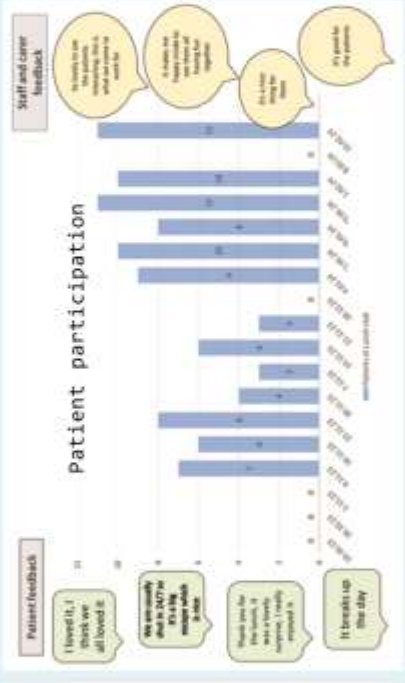
Infection control resulting in the stopping of lunch club due to an infection or risk of infection.
Breakfast and dinner
Patients who are medically unwell or pose an infection risk.

Results

Time savings for hotel services



Patient participation



The Problem - Lunch Prior to QI Project



Conclusion

Lunch Club is a simple way of contributing to improving social interaction and patient reports of isolation in hospital settings. By using a formal quality improvement model, it identified there were more benefits other than patient social interaction, including time and motion savings for staff serving and clearing up from lunch, increase in physical activity for patients attending and staff satisfaction due to seeing patient enjoyment.

The difficulty with any new initiative is how to make it sustainable. The next step is to ensure Lunch Club continues to run weekly consistently. It would also be beneficial to explore the anecdotal reports that attending lunch club could increase amount of food the patients who attend eat.

References

Hopper, A. (2021). Geriatric Medicine GIRFT Programme National Specialty Report February 2021 GIRFT delivered in partnership with the Royal National Orthopaedic Hospital NHS Trust. [NHS Improvement 2. \[online\] Available at: https://getitrightfirsttime.co.uk/wp-content/uploads/2021/09/Geriatric-Medicine-Sept21th.pdf](https://getitrightfirsttime.co.uk/wp-content/uploads/2021/09/Geriatric-Medicine-Sept21th.pdf)

Special thanks to the wonderful physiotherapy team at Milford Hospital

Group Activities to Improve Patient Experience

Viking Ward, Crawley Hospital, Sussex Community NHS Foundation Trust

Background

Within Sussex, we operate 13 intermediate care units (ICU) with a total bed capacity of 327. These units provide rehabilitation, recovery and palliative care for adults, largely for individuals living with moderate to severe frailty.

Our ICUs prioritise group activities as one of their 11 standards to combat physical frailty and improve outcomes.

This poster is describing the work one of our ICU's, Viking ward have undertaken to develop daily MDT led group activities for patients

Description

The aim of this quality improvement project was to empower and enable the whole MDT to maximise opportunities for patient activity, in addition to the rehabilitation offered by the team as standard practice. Initially, the therapy team led education sessions and developed resources for the nursing team to enable nurse led group exercises on Viking Ward. The nursing and therapy team now consistently collaborate to deliver group sessions of exercises and various activities like painting, movie time, music, and dancing four times a week.

The physiotherapy team personalise exercises for patients based on their care plans, while the nursing team take charge of running group activities, ensuring continuity in patients' rehabilitation.

Despite initial unfamiliarity, patients have grown to eagerly anticipate and appreciate these activities, expressing their gratitude for the positive impact on their well-being.



'It is a wonderful experience, the music is good and the team does a good job'

'It is fun and helps me move parts of my body I could not move'

Outcome and Impact

The feedback from patients, has been overwhelmingly positive - 2 quotes outlined above. Patients and staff on the ward have noted the success and enjoyment experienced through the implemented activities. Patients have expressed feelings of happiness, fun, and improved mobility, while consistently enjoying the activities. The transferability of this project across the Trust is facilitated by distributing exercise booklets and providing assistance to other teams, empowering staff to confidently and effectively conduct high-quality, beneficial, safe, and evidence-based exercises. There is growing interest from other wards, who are sending their staff to observe and learn from the practices, further emphasizing the effectiveness of the program. The comprehensive guide containing detailed instructions and exercises has been developed in collaboration with the Physiotherapy team, serving as a valuable reference for future implementation. Benefits of group rehab poster attached to supplementary information. There is still ongoing evaluation on the project and we plan to review the project every three months by introducing new activities and exercises in collaboration with the physiotherapy team.

Tracy Uwaeche, Manuel Antonio & Porcia Rolfo - Viking Ward, Health Care Support Workers
t.uwaeche@nhs.net, manuel.antonio@nhs.net, Porcia.rolfo@nhs.net

Benefits of Group Rehab



Community Hospitals in Rural Mid Wales

Background

The Mid Wales region is defined as the area that connects Barmouth in the north-west of Wales, across to Welshpool in the north-east, down to Cardigan in the south-west, across to Llandovery and then onto Builth Wells in the south-east.

The region spans approximately 2,500 square miles and has a population of 252,646 (ONS 2021); it is served by three Health Boards: Hywel Dda University Health Board, Betsi Cadwaladr University Health Board and Powys Teaching Health Board. There is one District General Hospital serving the whole area, Bronglais and it is, based in Aberystwyth, Ceredigion.

There are 11 Community Hospitals in the region, providing 185* inpatient beds:

- Tregaron Hospital
- Bronllys Hospital
- Knighton Community Hospital
- Montgomeryshire County Infirmary
- Llandrindod Wells Memorial Hospital
- Llanidloes War Memorial Hospital
- Welshpool Victoria Memorial Hospital
- Llandovery Hospital
- Dolgellau and Barmouth Hospital
- Bro Ddyfi Community Hospital
- Tywyn Community Hospital



Plus 2 state of the art modern Integrated Care Centres:

Aberaeron and Cardigan

* Correct as at the time of writing.

Aims

Rural Health and Care Wales (RHCW) was tasked by the RHCW Stakeholder Group and the Mid Wales Joint Committee for Health and Care in November 2019 to investigate community hospital provision across Mid Wales, in order to:

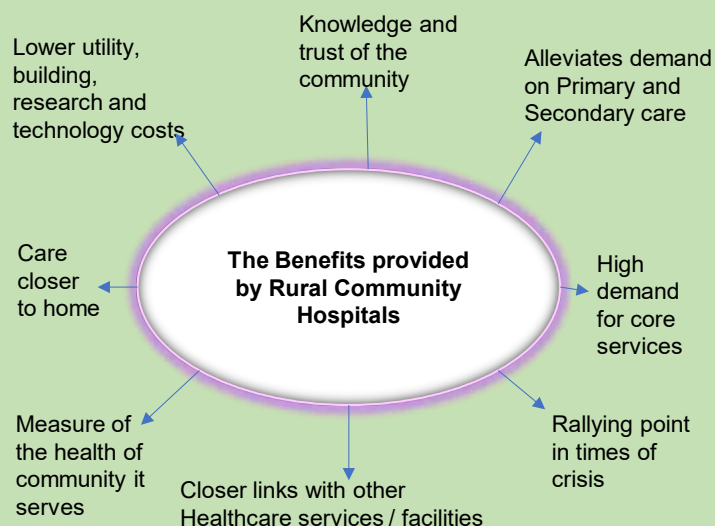
- Gain an understanding of the role and value of community hospitals across the region
- Identify the “value” of Community Hospitals to the population of Mid Wales, in comparison to existing measures of evaluation used for Community Hospitals across the UK
- Provide recommendations on what are the true reflections of value of the Community Hospitals to the people living in rural Wales

Evaluation of Community Hospitals

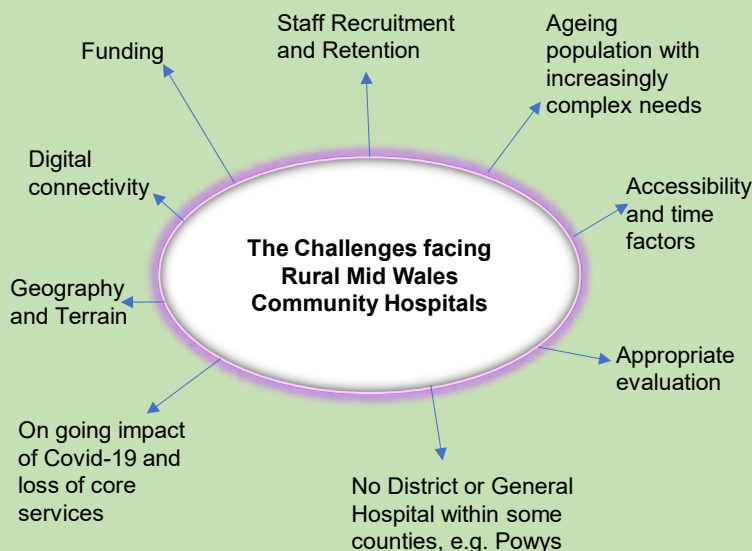
Current UK Community Hospital evaluation measures do not include important but often intangible value markers that rural community hospitals offer, such as:

- *History and Tradition* – inspiring community-based trust and acting as the symbol of vitality and viability of a community (Glasby et al 2019)
- *Economic value* – impacting local suppliers, local employment and skills development through volunteering
- *Community placed value* - based on trust, experience and knowledge

Benefits



Challenges



Contact Details

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Tel.: 0300 430 7983



** copies available on request

Research Outputs

- 1) A proposed evaluation toolkit for rural community hospitals is under development, for circulation for Stakeholder feedback
- 2) RHCW has developed a Community Hospital Service Referencing Resource for the Mid Wales region**, for use by patients, visitors and as additional guidance to supplement information available via NHS Wales
- 3) A Chronological History of Mid Wales Community Hospitals infographic** has been developed as a means of public engagement and as an educational resource

INNOVATION & BEST PRACTICE AWARD 2024 Poster Submission:

COMMUNITY HOSPITALS IN RURAL MID WALES

submitted by Michelle Symes, Research and Development Officer, Rural Health and Care Wales

BOTULINUM TOXIN INJECTIONS FOR PATIENTS ON THE STROKE UNIT AT THE VALE COMMUNITY HOSPITAL

Background	Drivers	Objectives	People Involved	Outcome & Results	Future
<ul style="list-style-type: none">Incidence: Approx. third of post-stroke patients experience spasticity (Royal College Physicians (RCP), 2016).Limited access for patient injections in timely way.Specialist Stroke Unit providing evidence-based interventions.Unmet clinical need in patients with focal spasticity	<ul style="list-style-type: none">RCP(2023) and NICE (2023) Guidelines	<ul style="list-style-type: none">To improve the management of post-stroke spasticity by establishing a Botulinum Toxin Injection Service on the Specialist Stroke Unit	<ul style="list-style-type: none">Chief pharmacist, peer injectors, radiologists, consultants from acute hospital, ward doctors, nurses, drug company reps and neuroscientist	<ul style="list-style-type: none">14 patients injected, Jan '24- August '24.Pre/post outcome measures recordedUpper limb Arm activity measure (ArMA): 100% positive improvementEquitable and timely access to injections for patients in early stages of stroke recovery	<ul style="list-style-type: none">Formal audit after 12 monthsIncrease multi-disciplinary team (MDT) knowledgeBuild resilience into service; develop skills of current injector and potential development of second injector



Contextualising, for Public Understanding and Discussion, the history of Mid Wales Community Hospitals

Rural Health and Care Wales (RHCW) was tasked by the RHCW Stakeholder Group and the Mid Wales Joint Committee for Health and Care in November 2019 to investigate community hospital provision across Mid Wales in order to:

- gain an understanding of the role and value of community hospitals across the region
- identify the “value” of Community Hospitals to the population of Mid Wales, in comparison to existing measures of evaluation used for Community Hospitals across the UK
- provide recommendations on what are the true reflections of value of the Community Hospitals to the people living in rural Wales

From this research work RHCW has developed an infographic showing the chronological history of community-based hospital care in Mid Wales (1837 – 2024). This has enabled, via public dissemination, informed and contextual discussions whilst also being recognised as an educational resource.

Encouraging Public Discussion / Providing Information



RHCW used the infographic to instigate discussion with the public and raise awareness of the issues impacting Community Hospitals in Mid Wales

- Staff recruitment and retention
- Ageing population & complex needs
- Geography and terrain
- Digital connectivity
- Funding constraints

In addition to the infographic Academic Posters have been presented at:

- Health and Care Research Wales Conference Cardiff, 2023
- ICIC24 Belfast, 2024

The posters and infographic were on display at Royal Welsh Agricultural Show, July 2024



An additional output from this research has been the development of a referencing resource: The Mid Wales Community Hospital Compendium. The aim of this booklet is to collate relevant information regarding service provision, operating hours and accessibility data which can be referenced by hospital site, including key facts on the history and uniqueness of each site, or by service. This has been designed for use by patients, visitors and to aid patient discussion with medical staff regarding service location and accessibility.

Future Service Developments

The 11 community hospitals in the Mid Wales Region, which covers the arc that connects Barmouth in the north-west of Wales, across to Welshpool in the north-east, down to Cardigan in the south-west, across to Llandoverly and then onto Builth Wells in the south-east., presently have 185 inpatient beds. The only District General Hospital in the region is Bronglais in Aberystwyth which has 165 acute and emergency beds (Hywel Dda (2024)). This gives a total of 350 inpatient beds to serve the Mid Wales population of 252,646 (ONS Census 2021).



In 2019, Ceredigion County Council oversaw the closure of both Aberaeron and Cardigan Community Hospitals. The scheduled closure, of these hospitals, driven by the Welsh Government “A healthier Wales: Long term planning for health and social care” (2018) saw them replaced by modern Integrated Care Centres housing a range of medical practitioners including dentists, GP’s and outpatient clinics. Cardigan ICC also has an onsite Minor Injury Unit: Cardigan ICC shown bottom left.

Contact Details

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Innovation & Best Practice Award 2024 Poster Submission:

CONTEXTUALISING, FOR PUBLIC UNDERSTANDING AND DISCUSSION, THE HISTORY OF MID WALES COMMUNITY HOSPITALS
submitted by Michelle Symes, Research and Development Officer, Rural Health and Care Wales

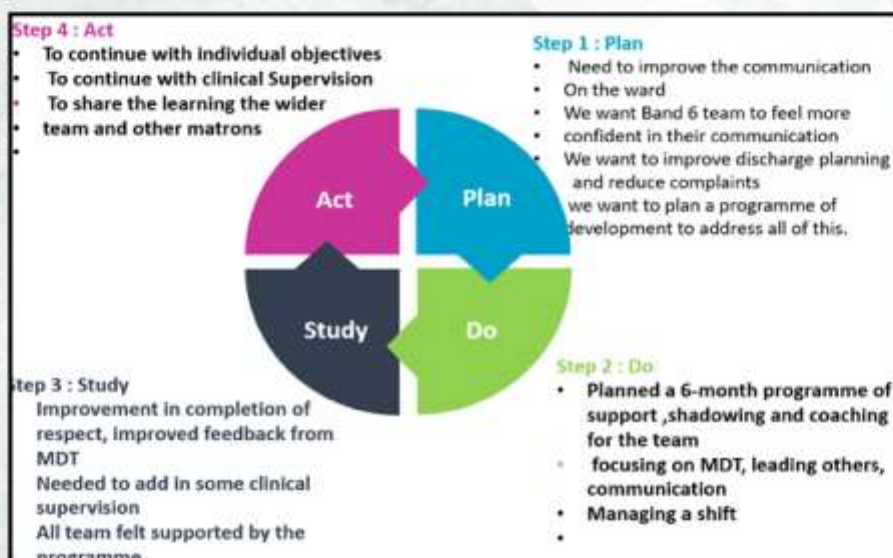
Band 6 Development Project

BACKGROUND

WE IDENTIFIED THERE HAS BEEN ISSUES AROUND THE COMMUNICATION IN THE WARD, INCONSISTENCIES WITH APPROACH AND LACK OF ROBUST LEADERSHIP. WE IDENTIFIED A VARIED INDIVIDUAL EXPERIENCE AMONG THE BAND 6 TEAM AND LACK OF CONFIDENCE IN CHALLENGING OTHERS.

DESCRIPTION

WE WANTED TO EMPOWER THE BAND 6 TEAM AS THEY ARE THE FRONTLINE LEADERS AND IF WE IMPROVE THEIR CONFIDENCE AND COMPETENCIES IT WILL IMPROVE THE QUALITY OF PATIENT CARE IN THE WARD.



DESIGN OF IMPROVEMENT

WE IDENTIFIED FOUR AREAS OF FOCUS

- MDT,
- LEADING THE TEAM,
- COMMUNICATION,
- LEADING THE SHIFT.

WE IDENTIFIED INDIVIDUAL OBJECTIVES AND DESIGNED A PLAN OF COACHING, SHADOWING AND CLINICAL SUPERVISION FOR INDIVIDUAL STAFF.

OUTCOME AND IMPACT

WE NOW HAVE MORE STRUCTURED MDT WITH REDUCED LOS, REALLY POSITIVE EFFECTS ON COMPLETION OF RESPECT FORMS, REDUCTION IN COMPLAINTS AND INCIDENTS AROUND COMMUNICATION, POSITIVE FEEDBACK FROM STAFF, IMPROVED PERFORMANCE INDEX THROUGH THE YEAR, IMPROVED FRIENDS AND FAMILY FEEDBACK.

SUMMARY OF OUR PROJECT

WE DEVELOPED A BAND 6 PROGRAMME TO IMPROVE COMMUNICATION, INTERPERSONAL SKILLS AND MDT WORKING IN THE WARD USING A QI APPROACH.

Designed by :

Lorraine Arnold (Matron) / Parvathy Bhuvanandran (Ward Manager)

Horizon Unit, Horsham Hospital/Sussex Community NHS Foundation Trust.

Email: lorraine.arnold@nhs.net/parvathy.bhuvanandran@nhs.net

Ph: 01403 620441.

THE ROLE OF THE CHA

The Community Hospitals Association (CHA) is an independent voluntary organisation. Established over 50 years ago, the CHA is a unique voice for community hospitals - their services, staff, patients and communities. The CHA is a membership organisation which supports community hospitals in England, Scotland, Wales and Northern Ireland. We are dedicated to sharing knowledge and experience on the role, function and potential of community hospitals. We also share information throughout our networks on the contribution that community hospital services make to the health and wellbeing of patients and communities. We have a growing membership, and we are committed to supporting all those concerned with their community hospitals.



OUR WORK

NATIONAL REPRESENTATION & INTERNATIONAL COLLABORATION

The CHA speaks up for community hospitals across the UK, advocating for and championing their role in local healthcare. The CHA promotes the idea of a national strategy to ensure fair access to these services for everyone. We share expertise with other countries like Italy, Sweden, Uganda, Japan, and Australia to promote the value of community hospitals around the world.

ADVOCACY FOR COMMUNITY HOSPITALS & SUPPORT FOR LOCAL COMMUNITIES

The CHA provides advice and support to protect local community hospitals from budget cuts and ensure their survival. This support extends to assisting local support groups, such as Leagues of Friends, to enhance community involvement and sustain community hospital services.

PROMOTION OF INTEGRATED HEALTHCARE

The CHA emphasises the value of community hospitals in delivering joined-up healthcare, including primary care, emergency services, mental health, and social care.

RESEARCH AND EVIDENCE

Members of the CHA contribute to and support important research, such as a University of Birmingham study and, with the support of Q, a COVID-19 study highlighting the resilience and innovation of community hospitals.

QUALITY IMPROVEMENT - INNOVATION & BEST PRACTICE AWARDS AND Q COMMUNITY SPECIAL INTEREST GROUP

We recognise and celebrate excellence in community hospitals through nearly 200 awards over the past 25 years in our Innovation and Best Practice Awards. Our Special Interest Group in Q is a growing network that facilitates regular QI discussions and knowledge sharing to strengthen community hospital practices across all four nations.

ALLIANCES & PARTNERSHIPS

The CHA collaborates with organisations such as NHS Benchmarking, Patient Safety Learning, British Geriatric Society, End of Life Coalition, the Academy of NHS Fabstuff and the Health Foundation to enrich its work and extend its influence.

“The CHA remains the national voice for community hospitals throughout the UK. ...we need to promote the idea of a **national strategy** to ensure equity of access to such health facilities and ensure that government sees the worth of locally delivered, integrated care. Dialogue has already commenced with the new UK Government, and we remain committed to promoting community hospitals at every opportunity.

DR DAVID SEAMARK, CHA VICE-PRESIDENT



COMMUNICATION AND OUTREACH

We connect with our growing network through newsletters, our website, events and social media. The CHA ensures the views and experiences of the people working in and supporting local community hospitals are heard. We give a voice to those on the ground who are passionate about protecting vital community-based services across the UK.



JOIN THE NATIONAL VOICE FOR COMMUNITY HOSPITALS TODAY!

CHA ORGANISATIONAL MEMBERSHIP

BENEFITS OF ORGANISATIONAL MEMBERSHIP



Strategic Support

Tap into our expertise as a reliable resource for guidance and support in navigating transformative service ideas or challenges. Community Hospitals have been part of our health care system for over 150 years and offer a strong tradition of care that local populations have known over generations.



Showcasing Achievements

Highlight your organisation's accomplishments through our special interest group in Q and collaborative research initiatives. Our annual Innovation and Best Practice Awards showcase the wonderful work taking place in Community Hospitals all over the UK. They are a fantastic way to celebrate innovative approaches and achievements by staff at CHs. The awards are open to CHA members.



Networking Opportunities

Access valuable platforms for collaboration and partnership within the community hospital communities.



Enhanced Visibility

Demonstrate your support for Community Hospitals by featuring in our directory and using the CHA logo in your communications



Newsletter

Receive our regular newsletter and have opportunities to feature within it.



Social media

Include us in your updates and we'll share your community hospital's successes on Twitter and LinkedIn.



Discounted Rates at our National Event

Priority access and reduced rates at our national event and notice above other CHA led events such as special interest group webinars.

JOIN THE CHA TO CONNECT YOUR ORGANISATION WITH OUR POWERFUL & EXPANDING NATIONAL & INTERNATIONAL NETWORK OF COMMUNITY HOSPITALS



Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



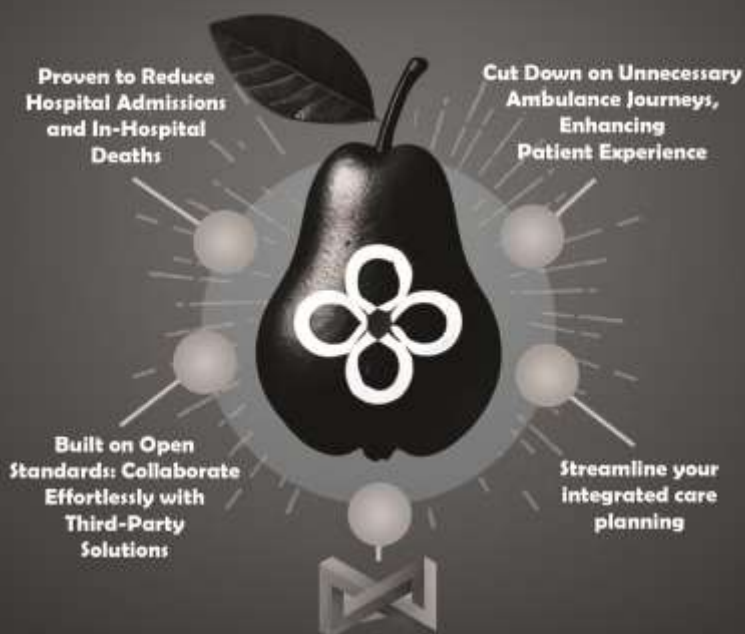
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COMMUNITY HOSPITALS RESOURCE PACKS

MEMBERS TOLD US THAT IT WOULD BE HELPFUL TO HAVE INFORMATION PACKS THAT ARE TAILORED SPECIFICALLY TO COMMUNITY HOSPITALS. WE DEVELOP THESE RESOURCE PACKS FOLLOWING OUR ONLINE DISCUSSIONS WITH CHA & Q SIG MEMBERS, DRAWING ON OUR INNOVATION AND BEST PRACTICE AWARD WINNERS AND SHARING LEARNING FROM OUR CASE STUDIES FROM OUR Q EXCHANGE COVID-19 STUDY. WE HAVE ALSO INCLUDED NATIONAL LINKS AND RESOURCES.



RESOURCE PACK #1 STAFF HEALTH & WELLBEING

This resource pack includes case studies, local resources, national resources, tools and publications. Thank you to Anna Burhouse, Director of Quality Development and Annaluisa Wood Matron of Alnwick and Berwick Community hospitals, for presenting their case study and leading a Q SIG discussion on staff health and wellbeing and also helping with the Resource Pack.



RESOURCE PACK #2 INTEGRATED CARE

We have developed a Resource Pack on Integrated Care, as a key feature that emerged from our study on the role of community hospitals during COVID-19. Discussions with staff led to the creation of a pack which includes case studies as well as national and international resources.



RESOURCE PACK #4 SAFER STAFFING

Thank you to Helen Hughes, Chief Executive of Patient Safety Learning & Professor Alison Leary Chair of Healthcare & Workforce Modelling at London South Bank University & Director of ICNO, for their contributions through their presentations & discussions at our Q Community Hospital Special Interest Group. We have included links to national resources, as well as learning from CHA case studies. This pack is for staff working in community hospitals.



RESOURCE PACK #3 LEADERSHIP

This pack on Leadership, reflects how this has changed and developed during and beyond COVID-19. We have included case studies and resources relevant to community hospitals.



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ACKNOWLEDGEMENTS

CHA LIFETIME FELLOWSHIP AWARD - DR ANDREW CROWTHER

Congratulations to Dr Andrew Crowther! We are pleased to give a Lifetime Fellowship Award as Past President of the CHA in recognition of his outstanding contribution to the CHA. The CHA committee and members wish to show appreciation of his work in promoting community hospitals and improving quality in community hospitals.



DR CROWTHER, THEN PRESIDENT OF THE CHA WITH, THEN CEO OF THE CHA, BARBARA MOORE



TRIBUTE TO BARBARA MOORE RIP



We would like to pay tribute to the late Barbara Moore, past CEO of the CHA. Barbara dedicated herself to the Association over 35 years. Barbara organised many conferences, and these events served to strengthen networks, support staff and communities, and celebrate good practice. And they were fun!

“She was such a human dynamo and the conferences were so good with some very high profile speakers. But most importantly people had a wonderful time and left with new motivation and enthusiasm. She was loved by everyone.”

JAN MARRIOTT - COMMITTEE MEMBER & NON-EXECUTIVE DIRECTOR, GLOUCESTERSHIRE HEALTH & CARE NHS FOUNDATION TRUST

“Having worked with her for so many years on the Committee I was able to understand the immense amount of time and effort that she put into her work for, and love of Community Hospitals. I have many happy memories of our meetings at Green Farm and her happy enthusiasm.”

DR ANDREW CROWTHER - PAST PRESIDENT & RETIRED GP, TEWKESBURY COMMUNITY HOSPITAL



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	Bacon	Yvonne	Care Consultant	Home Instead Cheltenham & Cotswolds	Delegate
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	Cornish	Lucie	Deputy Director of Allied Health Professions and Health Science	Powys Teaching Health Board	Delegate
	Cox	Darren	Matron	Dorset Healthcare University Foundation Trust - Bridport and Westhaven	Delegate
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	Crowther	Jane	Retired theatre sister & Volunteer Coordinator	Tewkesbury Community Hospital	Delegate
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	Davenport	Ted	Head of Business Development & Strategy	Elderly Matters	Event Partner
Mrs	Davies	Angela	Associate Director of Operations, Integrated Community Services	Royal Surrey NHS Foundation Trust	Delegate
	Davies	Anita	Senior Key Account Manager - Wales	Abbott Rapid Diagnostics Ltd	Event Partner
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	Forde	Sarah	Volunteering and Wellbeing Lead	Seachange Devon	Delegate
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	Greenwood	Sue	Modern Matron	Community Hospitals Association	Workshop Speaker
	Gurung	Sony	Ward sister	Blandford Community Hospital, Dorset Healthcare University Foundation Trust	Delegate
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	Har	Paula	Senior Named Nurse Safeguarding Adults	Oxford Health NHS Foundation Trust	Workshop Speaker
	Hardinge	Tracy	NHS Sales Consultant	Turun UK Ltd	Event Partner
	Harvey	Peter	Matron	Frome Community Hospital, Somerset NHS Foundation Trust	Workshop Speaker
Dr	Hawkins	Sue	Independent Historical Researcher		Delegate
Dr	Haydon	Steph	Research Fellow	University of Birmingham/University of Kent	Workshop Speaker
Dr	Hazell	Daphne	GP and CEO Home Wound Care	Home Wound Care	Delegate
	Holder	Becks	AHP Lead Community Hospitals	Oxford Health NHS Foundation Trust	Delegate
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	Humphris	Chris	Associate Committee Member	Community Hospitals Association	CHA Staff
	Iyoha	Daniel	Assistant Project Manager	NHS Benchmarking Network	Event Partner
Mr	Jobson	Marc	Head of Seachange	Seachange Budleigh Salterton Hospital Devon	Workshop Speaker
	Kennedy	Sharon	Ward Sister	Dorset Healthcare University Foundation Trust - Westhaven Hospital	Delegate
	Kneer	Charlotte	CEO	Rye, Winchelsea and District Memorial Hospital	Delegate
	Leahy	Louise	Trainee Advanced clinical practitioner	Sirona care & health	Delegate
Dr	Lewis	David	Associate Medical Director	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
	Lewis	Michelle	Team Lead	Gloucestershire Health and Care NHS Foundation Trust	Delegate
	Lilley	Roy		The Academy of Fabulous NHS Stuff	Plenary Speaker
	Lucas	Chris	Ward Manager/Sister	Oxford Health NHS Foundation Trust	Delegate
	Malik	Shaine	NHS Sales Consultant	Turun UK Ltd	Event Partner
Mrs	Manning	Marisa	Community Services Manager (Community Hospitals)	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
Dr	Marley	Clare	Clinical Lead for Ageing Well and Community	Herefordshire and Worcestershire ICB	Delegate
	Marriott	Jan	Non-Executive Director	Gloucestershire Health and Care NHS Foundation Trust	CHA Staff
	Martel	Jacky	Family carer/expert by experience	Gloucestershire Health and Care NHS Foundation Trust	Community Representative
	Mason	Tarnia	Community and Collaborative Change Manager	Q, the Health Foundation	Plenary Speaker
Mr	McClay	David	Chief Officer for Strategy, Digital & Integration	NHS Somerset ICB	Delegate
	Mcguane	Kevin	Energy Services Director	DMA - Group	Event Partner
Mr.	McNicholas	Ryan	Clinical Change Manager	Powys Teaching Health Board	Delegate
	Messenger	Melissa	Senior Administrator	Frome Community Hospital, Somerset NHS Foundation Trust	Workshop Speaker
Dr	Miller	Mary	Consultant palliative medicine & Clinical Lead National Audit of Care at the End of Life		Workshop Speaker
	Morgan	John	Interim Senior Manager for Transformation & Value	Powys Teaching Health Board	Delegate
Mr	Morgan-Henshaw	Phill	Deputy Director of Nursing	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
	Murphy	Eleanor	CHA Support	Community Hospitals Association	CHA Staff
	Neal	Emma	Consultant Nurse	Gosport War Memorial Hospital- Southern Health NHS Foundation Trust	Delegate
Mrs	Neuss	Julie-Anne	Service Manager - Intermediate Care	East Sussex Healthcare NHS Trust	Delegate
Mrs	Nicholl	Elaine	Community Hospital Support Manager	University Hospitals Plymouth NHS Trust	Delegate
Dr	Noble	Alastair	CHA National Lead for Scotland	Nairn Town and County Hospital, Highland	Delegate
	Norris	Kate	Senior Sister	Westminster Memorial Hospital , Dorset Healthcare University Foundation Trust	Delegate
Mrs	Northmore-Beer	Teresa	Matron	University Hospitals Plymouth NHS Trust	Delegate

	O'Connell	Chris	Business Development	Black Pear Software Ltd	Event Partner
Dr	Opher	Simon	MP for Stroud	UK Government	Delegate
Dr	Osugi	Yasuhiro	MD,PhD,MBA	Fujita health University	Delegate
Cllr.	Passingham	Dave	Stratford District Councillor	Individual (but supporting the Ellen Badger Hospital, Shipston-on-Stour}	Delegate
Mrs	Penwarden	Heather	Volunteer	Honiton Community	Workshop Speaker
	Posnette	Jo	Nursing and Care Consultant/ CHA Committee Member	Trustee Rye, Winchelsea & District Memorial Hospital	Workshop Speaker
Mrs	Poulston	Debbie	Physiotherapist	Paulton Community Hospital / HCRG Care Group	Delegate
	Prodger	Evelyn	CHA Associate Member	Community Hospitals Association	CHA Staff
Dr	Protherough	Kirsty	GP & CHA Chair	Worcestershire Health and Care Trust & CHA	CHA Staff
	Riddle	Kate	Senior Operational Manager	Oxford Health NHS Foundation Trust	CHA Staff
	Rix	Deanne	t/Advanced Nurse Practitioner	Gosport War Memorial Hospital, Southern Health NHS Foundation Trust	Delegate
Mrs	Roberts	Joanne	Community Services Manager (Community Hospitals)	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
Miss	Robertson	Hannah	Clinical Research Nurse	Sussex Community NHS Foundation Trust	Delegate
	Rolfo	Porcia	Trainee Nursing Associate	Sussex Community NHS Foundation Trust	Delegate
	Rule	Ellen	Deputy CEO/Director of Strategy and Transformation	NHS Gloucestershire ICB	Plenary Speaker
	Samways	Tina	Clinical Lead Minor Injuries Unit	Swanage Community Hospital- Dorset Healthcare University Foundation Trust	Delegate
	Scuotto	Angela	Senior Associate Educator	Sussex Community NHS Foundation Trust	Delegate
Dr	Seamark	David	Vice President CHA & GP	Community Hospitals Association	Plenary Speaker
Dr	Seamark	Clare	GP	Independent Medical Practitioner	Delegate
	Sharma	Roy	Former CHA Member / Retired GP	Community Hospitals Association	CHA Support
	Singh	Prob	Peer Support Lead - Expert By Experience	Gloucestershire Health and Care NHS Foundation Trust- Community Mental Health Transformation	Community Representative
Ms	Somerville	Lucy	Professional Development Nurse	Sussex Community NHS Foundation Trust	Delegate
Ms	Stanbra	Kath	Associate Director	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
	Strain	Adrian	Advanced Practitioner	Tewkesbury Community Hospital - Gloucestershire Health and Care NHS Foundation Trust	Delegate
Mrs	Straw	Deborah	Matron	Dorset Healthcare University Foundation Trust	Delegate
	Totini	Claire	Product Application Specialist	Abbott Rapid Diagnostics Ltd	Event Partner
Dr	Tucker	Helen	President	Community Hospitals Association	Plenary Speaker
	Vaughan	Sam	Advanced Clinical Practitioner	Oxford Health NHS Foundation Trust	Workshop Speaker
Ms	Webber	Emma	Deputy Associate Director	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
Mrs	Weston	Jennifer	Advanced Clinical Practitioner Trainee	Oxford Health NHS Foundation Trust	Workshop Speaker
	Whant	Maria	Enhanced clinical Practitioner/ Trainee Advanced Clinical Practitioner	Victoria Hospital Wimborne, Dorset Healthcare University Foundation Trust	Delegate
Prof.	Whitty	Chris	Chief Medical Officer	UK Government	Plenary Speaker
Mrs	Willetts	Natalie	Director of Nursing & Quality	Herefordshire and Worcestershire Health and Care NHS Trust	Delegate
	Williams	Lucinda	Ward Sister & Dementia Lead	Tewkesbury Community Hospital	Workshop Speaker
	Woodland	Nikki	Head of Clinical Quality - Bedded Units	Sirona care & health	Delegate
	Wright	Darren	Head of Strategy and Business Development - Q	Q, the Health Foundation	Workshop Speaker
Dr	Yoshida	Shin	Department chief of general practice	Kaita hospital (Japan)	Delegate
	Young	Alex	Rehab Lead	Sirona care & health	Delegate
	Zabelberg	Briony	Dementia Education lead nurse	Gloucestershire Health and Care NHS Foundation Trust	Workshop Speaker

EVALUATION



Thank you for attending this year’s National Conference. We hope the event has met with your expectations. We would like to invite you to submit your feedback & comments. These are very important to us as they help us to improve our delivery & engagement with our CHA network.

Please scan the QR code to complete a short evaluation questionnaire. We also invite delegates to complete a paper version if they prefer. If you would rather speak directly to us over a Zoom call or on the phone, please contact us via info@communityhospitals.net to arrange this. Thank you.

WE WILL USE THIS EVALUATION TO -	YOUR FEEDBACK WILL HELP US TO -
<ul style="list-style-type: none">SPOT NEW HEALTHCARE TRENDSFIND AREAS WHERE COMMUNITY HOSPITALS CAN INNOVATESHARE THESE INSIGHTS THROUGH OUR SIGS	<ul style="list-style-type: none">IMPROVE FUTURE EVENTSMAKE OUR EVENTS MORE ENGAGINGENSURE THEY ARE RELEVANT TO HEALTHCARE PRACTITIONERS' NEEDS

CHA ANNUAL GENERAL MEETING

The **Community Hospitals Association (CHA)** held it’s most recent AGM on **11th September 2024**, where we reviewed our progress over the last year, discussed important updates and plans for the future. Members of the CHA network were invited to attend.

CHA members are welcome to access the AGM supporting documents by scanning these QR codes here.



READ DR DAVE SEAMARK’S VICE PRESIDENTS REPORT 2024 HERE



READ DR HELEN TUCKER’S PRESIDENTS REPORT 2024 HERE



READ THE TREASURER’S REPORT 2024 HERE



READ THE CHAIR’S REPORT 2024 HERE

CHA COMMITTEE



The CHA committee is a group of passionate healthcare professionals and leaders dedicated to supporting and promoting community hospitals across the UK and beyond. The committee actively shapes the direction of the CHA while overseeing its financial matters and guiding strategic initiatives. Committee members engage in promoting community hospitals, sharing best practices, and supporting national healthcare improvements. Whether through research, advocacy or leadership, each committee member provides an opportunity to make a meaningful impact on the future of community healthcare.

We welcome contact from anyone interested in joining the CHA to strengthen it’s role in promoting community hospitals across the UK. We are particularly keen to ensure community hospitals from across all four nations are represented and would especially welcome contact from colleagues in Northern Ireland and Wales.



READ MORE HERE

As a committee member, you will have the opportunity to shape national discussions, influence healthcare policy, and contribute to the strategic development of community hospitals in the UK. This role allows you to network with professionals, share best practices, and support innovative care models. It provides a wonderful chance to make a lasting impact on local healthcare services and improve patient outcomes. Contact Dr Kirsty Protherough kirstenprotherough@communityhospitals.net or info@communityhospitals.net for more details.

British Geriatrics Society
Improving healthcare for older people

Join the BGS

The British Geriatrics Society is the association for professionals working in the healthcare of older people across the UK. Our membership is truly multidisciplinary. It includes consultant geriatricians, doctors in training, nurses, GPs, old age psychiatrists, allied healthcare professionals, and researchers.

BGS

Benefits include:

- Discounts on BGS events
- Free access to BGS elearning modules
- CPD accreditation through events and elearning
- Digital access to Age & Ageing journal
- Membership magazine, ebulletin and blog
- Networking opportunities with other specialists through our members' forum
- Access to best practice guidance

Individual, group
and free student
membership
all available.

Visit bgs.org.uk/join to learn more

EVENT PARTNERS



Q is led by the Health Foundation
and supported by partners across
the UK and Ireland



National Audit of Care
at the End of Life
Auditing last days of life in hospitals



British Geriatrics Society
improving healthcare
for older people





Contact us



info@communityhospitals.net



www.communityhospitals.org.uk



Community Hospitals Association



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