

Sunderland CARE Academy

Strategic Document

Version 15.1

CONTENTS

1.0	BACKGROUND	1
2.0	INTRODUCTION	2
2.1	What is the CARE academy?	2
2.2	What will the CARE academy do?	2
2.2.1	Collaboration.....	2
2.2.2	Achieving High Quality Care.....	
2.2.3	Research and Innovation	
2.2.4	Engagement	3
3.0	CONTEXT	4
3.1	Cross City Priorities	4
3.2	Health and Wellbeing.....	4
3.2.1	Joint Health and Wellbeing Strategy for Sunderland.....	5
3.2.2	Joint Strategic Needs Assessment.....	5
3.3	Third Sector.....	6
3.4	Education commissioners and providers.....	6
3.5	Academic Links.....	6
4.0	GOVERNANCE	7
4.1	Collaborating Partners	7
4.2	Management Board	7
4.3	Work Stream Leads.....	8
4.4	Evaluation and Dissemination.....	8
5.0	RESOURCES AND ASSETS	9
5.1	Current Resources.....	9
5.2	Future Resources	9
5.3	Brand and Intellectual property.....	9
5.4	Strengths, Weaknesses, Opportunities and Threats.....	9
6.0	PROGRESS SO FAR – CASE STUDIES	11
6.1	Collaboration.....	11
6.1.1	Knowledge and Information	11
6.1.2	Improving Health and Standards	11
6.2	Achieving High Quality Care.....	11
6.2.1	National Care Certificate.....	11
6.2.2	Obesity	11

6.2.3	Ageing Well	11
6.2.4	Integrating Primary and Secondary Care	12
6.3	Research and Innovation	12
6.3.1	Promoting Research Participation	12
6.3.2	Innovation, Industry and Wealth Creation	12
6.4	Engagement	13
6.4.1	Brand Identity	13
6.4.2	Outreach into Schools – Caring Careers.....	13
6.4.3	Focus on Carers.....	13
6.4.4	Hard to Reach Population.....	13
7.0	REFERENCES AND LINKS.....	14
7.1	References	14
7.2	Useful Website Links.....	15
APPENDIX 1: SUNDERLAND CARE ACADEMY WORKSTREAMS		16
APPENDIX 2 Table 1: Membership of the Sunderland CARE Academy management board.....		17

1.0 BACKGROUND

The Sunderland CARE Academy was established in 2014 as a proactive, creative response to recent inquiries into care provision which emphasised the need for:

- New and transformed approaches to care;
- Better quality standards of care provision;
- Clearer organisational governance;
- Better staff training; and
- More patient involvement.

The Sunderland CARE Academy is a 'virtual' academy, formed by local partner organisations with a focus on the provision and support of high quality care collaborating and sharing assets. It aims to address some of the issues highlighted in the following reports:

- [Personalized Health and Care 2020](#) - Using Data and Technology to Transform Outcomes for Patients and Citizens – A Framework for Action¹ (National Information Board, November 2014);
- [Developing a flexible workforce that embraces research and innovation](#) – Research and Innovation Strategy² (Health Education England, September 2014);
- [The Cavendish review: an independent review into healthcare assistants and support workers in the NHS and social care settings](#)³ (Department of Health, July 2013);
- [Treating Patients and Service Users with Respect, Dignity and Compassion](#)⁴ (Department of Health, March 2013);
- [Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry](#) - The Francis Report⁵ (The Stationery Office, February 2013);
- [Impact of Digital Technology in Health and Social Care](#)⁶ (Department of Health, January 2013);
- [Digital Health -Working in Partnership](#)⁷ (Healthcare UK, Department of Health, and UK Trade & Investment, January 2013);
- [Compassion in Practice – Nursing, Midwifery and Care Staff Our Vision and Strategy](#)⁸ (Department of Health, December 2012);
- [Winterbourne View Hospital: Department of Health review and response](#)⁹ (Department of Health, December 2012);
- [Liberating the NHS: Developing the Healthcare Workforce – From Design to Delivery](#)¹⁰ (Department of Health, January 2012);
- [A Framework for Technology Enhanced Learning](#)¹¹(Department of Health, November 2011).

2.0 INTRODUCTION

2.1 What is the CARE academy?

The Sunderland CARE Academy is a collaboration of partners from health, social care, education and the voluntary sector working together to improve the quality of care delivery across the city. To do this, it will:

- Develop education and training programmes for the health and care workforce across the city with the aim of supporting high quality care to patients, carers and families;
- Promote research and innovation into health and social care, increasing the quantity and quality of research undertaken in Sunderland;
- Promote participation in local, national and international research; and
- Implement the findings of research into practice.

The Sunderland CARE Academy's mission is to:

Improve the overall focus on and quality of care in Sunderland and to bring health and wellbeing benefits and socio-economic benefits to the local population and the city.

The CARE Academy title is an acronym of the titles of the 4 workstreams:

C	Collaboration
A	Achieving High Quality Care
R	Research and Innovation
E	Engagement

2.2 What will the CARE Academy do?

The CARE Academy has four main work streams that will support local strategies and the implementation of national policy to improve the quality of care delivery across the city.

These four work streams, whilst distinct, are not mutually exclusive. They will work in tandem to provide the best possible outcomes for the city. More detail of the work streams is provided in Appendix 1.

The work streams are:

2.2.1 Collaboration

This work stream will strengthen links between a range of stakeholders across Sunderland to develop opportunities for health and wealth creation in the city. Initiatives include:

- Developing "Sunderland CARE" a virtual electronic network for sharing practice;
- Aligning work with the vision and priorities set out in the Sunderland Health and Wellbeing Strategy and Sunderland Joint Strategic Needs Assessment;

- Aligning work with other city-wide initiatives such as “All Together Sunderland!” and “Wear One City”;
- Supporting and participating in the work of the Academic Health Sciences Network for the North East and North Cumbria;
- Working with industry providers and using funding opportunities to bring resources into the city.

2.2.3 Research and Innovation

This work stream will increase the quality and quantity of research undertaken across the city. The programme will improve pathways for the dissemination of research which seeks to improve health, wellbeing and quality of care. Initiatives include:

- Developing evidence based care approaches;
- Dissemination of research to inform care pathways;
- Engagement with local, national and international research;
- Promotion of Sunderland as a proactive research site.

2.2.4 Engagement

This work stream will engage the people of Sunderland in improving Sunderland as a healthy and prosperous city. The programme will provide workforce development opportunities across the economy. Initiatives include:

- Patient, public and carer engagement through involvement groups and public events;
- Encouraging and promoting active involvement in improving and maintaining their own health and wellbeing through self-care and self-management;
- A strong focus on engagement with and support for carers, who are twice as likely to suffer ill health as those who do not have a caring role;
- Supporting collaborative and inter-professional working; and
- Support for community wellbeing e.g., by developing volunteering.

3.0 CONTEXT

Partners across Sunderland work well together to meet key strategic objectives for the City. Strategic plans for the city focus on three overlapping themes of:

- Health and wellbeing;
- Education and skills; and
- Economic development.

The Sunderland CARE Academy will be an integral part of these Sunderland-wide partnership arrangements; using the collaborative as the focal point for providing a unified approach to care across the City, the Sunderland CARE Academy will strategically aligning its work with the following:

- Sunderland Partnership;
- The Health and Wellbeing Board;
- The Education and Skills Leadership Board;
- The Economic Leadership Board; and
- The Sunderland Multiagency Carers Strategy.

3.1 Cross City Priorities

“All Together Sunderland!” is an initiative to strengthen working links between communities, public service commissioners and potential partners across the city. Its aim is to understand the priorities of the community in order to help find solutions to the issues identified, mobilise resources, and actively encourage, facilitate and enable communities to make their own contribution.

The “Wear One City” initiative proposes better health for Sunderland through:

- Inclusive patient and community centred involvement;
- Empowerment;
- Integrity;
- Honest and open culture;
- Innovation; and
- Responsiveness.

The Sunderland CARE Academy will align its work with the “All Together Sunderland!” and “Wear One City” initiatives.

3.2 Health and Wellbeing

The Sunderland Health & Wellbeing Board brings together Sunderland City Council and Sunderland Clinical Commissioning Group with a range of partners to promote integrated working between commissioners of health services, public health and social care services to improve the health and wellbeing of local people.

3.2.1 Joint Health and Wellbeing Strategy for Sunderland

Sunderland's joint Health and Wellbeing Strategy¹² sets out our vision to have the:

Best possible health and wellbeing for Sunderland ... by which we mean a city where everyone is as healthy as they can be, people live longer, enjoy a good standard of wellbeing and we see a reduction in health inequalities.

The priorities in the joint health and wellbeing strategy for Sunderland are as follows:

- Promoting understanding between communities and organisations;
- Ensuring that children and young people have the best start in life;
- Supporting and motivating everyone to take responsibility for their health and that of others;
- Supporting everyone to contribute;
- Supporting people with long-term conditions and their carers; and
- Supporting individuals and their families to recover from ill-health and crisis.

The Sunderland CARE Academy shares the principles underpinning the joint health and wellbeing strategy for Sunderland which will support a proactive, collaborative approach to high quality care. These are as follows:

- Strengthening Community Assets
- Prevention
- Early intervention
- Equity
- Promoting independence and self-care
- Joint working
- Addressing the factors that have a wider influence on health (social determinants)

3.2.2 Joint Strategic Needs Assessment

The Health & Wellbeing Board produces a joint strategic needs assessment¹³ (JSNA) which describes the health and wellbeing of people in Sunderland and how this compares to the rest of England. The JSNA:

- Provides an insight into current and future health, wellbeing and daily living needs of local people;
- Informs the commissioning of services and interventions to improve health and wellbeing outcomes and reduce inequalities; and
- Places a strong emphasis on the issues which may adversely affect people's ability to stay well, and which may adversely impact upon quality of life, and life expectancy.

The Sunderland Care Academy will utilise the findings and direction of the JSNA and promote the integration of services across health, social care and the private and the voluntary sectors.

3.3 Third Sector

The drive for public sector efficiency requires enhanced collaboration between partner organisations in order to deliver high quality care with fewer resources; the utilisation of voluntary and charitable organisations is being encouraged.

The Sunderland CARE Academy includes members from the Sunderland Association Football Club (SAFC) Foundation of Light, and the Sunderland Carers' Centre, both of which are highly respected charities. This reflects the current change in culture of health and care organisations.

3.4 Education commissioners and providers

The Sunderland CARE Academy recognises the potential for collaboration with industry providers, including access to possible future funding opportunities. Sunderland University and Sunderland College are already involved in the work.

The Sunderland CARE Academy recognise the importance of developing strong working relationships with Health Education North East – the local outpost of Health Education England - who are responsible for ensuring that education, training, and workforce development drives the highest quality public health and patient outcomes.

3.5 Academic Links

The Department of Health has established Academic Health Sciences Networks to align education, clinical research, informatics, innovation, training and education and healthcare delivery. They seek to improve patient and population health outcomes by translating research into practice, developing and implementing integrated health care services, supporting knowledge exchange, and building alliances across networks to actively share best practice, and provide for rapid evaluation and early adoption of new innovations.

The Sunderland CARE Academy model aligns well with the current proposals of the regional Academic Health Sciences Network for the North East and North Cumbria. These include:

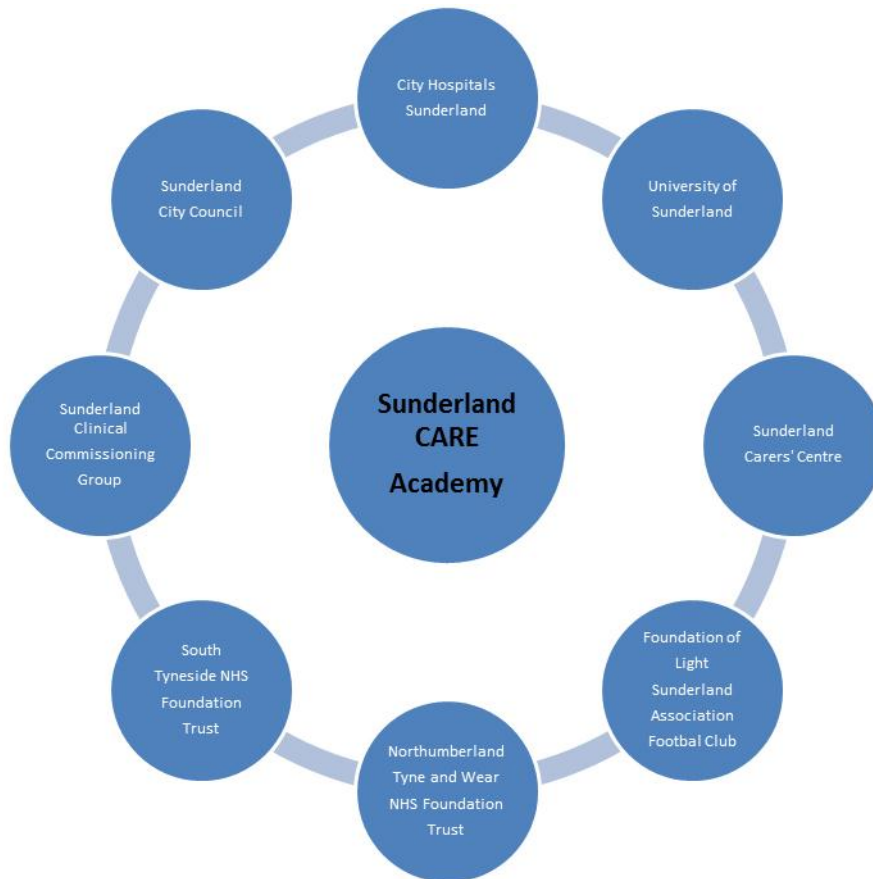
- System-wide integration;
- Partnership working;
- Collegiate approaches to problem solving;
- Wealth creation and
- Health improvement.

The Sunderland CARE Academy will support and participate in the work of the regional Academic Health Sciences Network for the North East and North Cumbria.

4.0 GOVERNANCE

4.1 Collaborating Partners

The diagram below shows the collaborating partners from health, social care, education and the voluntary sector that are working together within the Sunderland CARE Academy.



4.2 Management Board

Local representatives from health, social care, higher education, the city council, and the voluntary sector form a management board (see Table 1, Appendix 2). Each member of the management board has pledged to support the Sunderland CARE Academy initiatives, to contribute to the development of the Sunderland CARE Academy, and to ensure delivery of any actions required on behalf of their organisations, including the dissemination of progress reports. Member organisations will determine their respective reporting and governance arrangements for their specific work stream.

The Management Board Chair and Sunderland CARE Academy Lead, is Joy Akehurst, Executive Director of Nursing and Quality, City Hospitals Sunderland. Management Board meeting minutes will be generated, disseminated and co-ordinated by administrative staff, under the direction of the Executive Director of Nursing and Quality at City Hospitals Sunderland.

Terms of reference will be reviewed annually.

4.3 Work Stream Leads

Each of the four work streams has identified specific areas for development; these have been chosen as they are tactically important to all of the partners, and will facilitate the Sunderland CARE Academy partnership philosophy, whilst providing practical and applicable solutions to improving and enhancing care.

Each work stream has an identified lead, who has been allocated based on their ability to provide the best potential to develop their particular work stream and their opportunity and capacity to network with relevant internal and external agencies.

Each work stream also includes a number of “Members” who are key people from partner organisations, who will assist in driving and support the work stream initiatives. Members will be nominated for inclusion, by the work stream leads.

Each work stream has an action plan which sets out objectives, actions and milestone. Progress against the action plans is reviewed at each Management Board meeting.

4.4 Evaluation and Dissemination

The impact of the CARE Academy will be measured through Key Performance Indicators (KPIs) as part of specific initiatives within the work streams, as well as some overarching impact measures. Initially, these will be developed through discussions with partners, relating to each specific work stream, and may include measures such as: the number of new initiatives, attendance at joint training, the number of public engagement events and attendances, the number of research participants.

Additional evaluation criteria will be set over the course of the first year. An evaluation report will be completed for the year by September 2015.

The CARE Academy model has the potential to be replicated in other areas. Over the course of the year, any opportunities for disseminating best practice will be shared through partner networks such as: NHS, academic networks, and community networks.

There will be a dissemination event, which will be open to regional and national attendees.

5.0 RESOURCES AND ASSETS

5.1 Current Resources

The University of Sunderland has invested £200k in the “Point of Care Testing Facility” as an initial initiative to drive the implementation of, and the impetus for, the Sunderland CARE Academy. This facility, at Sunderland University integrates diagnostic and therapeutic point of care testing with the clinical skills facility, to provide multidisciplinary clinical practice training.

A Senior Academic Nurse/Lecturer was appointed in partnership, to work with the Executive Director of Nursing and Quality at City Hospitals, with a view to supporting the Sunderland CARE Academy initiative.

Other joints posts have also been developed to support the initiative including those in pharmacy and public health. An academic GP post has been developed to build links across primary and secondary care, and Sunderland University. A Health Economist has also been engaged to support the Sunderland CARE Academy.

5.2 Future Resources

The management board is currently considering the submission of bids for funding provision to provide further support for the initiative. There is the potential for funding opportunities via the AHSN.

5.3 Brand and Intellectual property

The Sunderland CARE Academy brand and Sunderland CARE portal will be subject to copyright. It is not anticipated that there will be any Intellectual Property issues in relation to this specific concept, although advice is being sought on this.

Any Intellectual Property rights associated with individual research projects will be agreed as part of each project. The same approach will apply to work that may lead to patent applications.

5.4 Strengths, Weaknesses, Opportunities and Threats

The results of a SWOT analysis on the Sunderland CARE Academy are presented on the following page.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Committed management group • Highly experienced group members • Some highly influential members in the group • Common cause/buy in • Linked to National and regional initiatives • Possibility for support funding for the collaborative • Practical work streams have been considered 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Improve aspects of health in Sunderland • Engage the public in improving health and wellbeing in Sunderland • Improve public perception of healthcare in Sunderland • Increase public engagement in research • Increase collaborative working opportunities in Sunderland. • Increase the potential for collaborative working with a geographically wider group of partners • Become a nationally/internationally recognised, renowned collaborative working model for care • Develop specific work streams which can be adapted to other healthcare providers and organisations to benefit: patient, carers and families, staff development • Opportunity to publish academic papers and attend conferences highlighting both the Academy and its collaborative partners
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Time constraints on members • Financial constraints • Current lack of a working group • Public engagement may be difficult • No additional IT/administrative support 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Individual organisational objectives may conflict/interfere with the collaborative vision.

6.0 PROGRESS SO FAR – CASE STUDIES

6.1 Collaboration

6.1.1 Knowledge and Information

The Sunderland CARE Academy will raise the profile of knowledge about care and those who provide it for the Sunderland community. The development of a “Sunderland CARE” electronic portal, supporting the Sunderland CARE Academy will be one mechanism for the dissemination of knowledge within Sunderland and potentially beyond.

The Sunderland CARE Academy aims to be a provider of expertise, which enhances collaborative working thereby delivering improved health outcomes.

6.1.2 Improving Health and Standards

The Sunderland CARE Academy will harness partner capabilities, and use best practice evidence on quality standards, to inform accreditation processes, commissioning and service improvement.

6.2 Achieving High Quality Care

6.2.1 National Care Certificate

The national “Care Certificate” development is an example of collaborative working to benefit Sunderland. City Hospitals Sunderland has recently been chosen as a national pilot site for developing the “Certificate of Fundamental Care” for Health Care Assistants (HCAs), due to its current provision of an excellent and longstanding development programme for HCAs, which now includes an accredited academic learning programme developed in collaboration with Sunderland University. Sunderland Carers’ Centre also helped to develop this programme and provides on-going support by delivering carer awareness training, based on the principle that the greatest number of people giving care in the city are doing so in an unpaid role as carers.

6.2.2 Obesity

Obesity is both a local and national priority. City Hospitals Sunderland has a national media profile in the area of bariatrics, with PhD studies by hospital staff indicating the benefits of outreach work in this area. The CARE Academy will drive the implementation of relevant research findings into practical local service development.

6.2.3 Ageing Well

National and local health strategies identify older people as a key focus. The Sunderland CARE Academy aligns and accelerates local initiatives on ‘ageing well’, such as the development of joint training programmes between City Hospitals Sunderland, and

Sunderland University, and joint work with the Sunderland Carers' Centre, to ensure that the needs of carers are appropriately reflected in any training development planning.

6.2.4 Integrating Primary and Secondary Care

A key strategic priority for the Sunderland health and care economy is developing "out of hospital" care and integration across patient pathways. To support this, a Primary Care Strategy will be developed and integration of community teams is taking place during 2015/16 involving all key partners across the city.

The City Hospitals Sunderland integrated electronic patient record allows GPs electronic views of the acute care record, to provide a seamless interface between primary and secondary care. This supports research opportunities in care pathways, to improve access to patient records, thereby improving the patient journey. City Hospitals Sunderland also manages a GP practice, which provides a unique opportunity to increase potential research participation across care pathways.

6.3 Research and Innovation

6.3.1 Promoting Research Participation

City Hospitals Sunderland has initiated a series of regular research seminars delivered on site, with the aim of increasing research awareness to staff and increasing participation by patients, and their carers, and their families. City Hospitals Sunderland's Research and Innovation Strategy has increased recruitment to National Institute for Health Research (NIHR) portfolio research studies, and Clinical Research Network (CLRN) research.

The Sunderland CARE Academy also aims to develop research capacity for local care professionals across Sunderland.

6.3.2 Innovation, Industry and Wealth Creation

Sunderland City is actively committed to attracting innovation, industry and wealth into the city. City Hospitals Sunderland is a partner in Quality Health Solutions, a company set up to develop innovative technical solutions to health care service challenges, promote dissemination, and wealth creation.

The University of Sunderland has developed the only Clinical Practice and Point of Care Testing (POCT) Facility in the North East, which provides an infrastructure for the work of the Sunderland CARE Academy, and will attract industry. There are also numerous other opportunities to use the underpinning principle of improving care to generate interest in the city.

6.4 Engagement

6.4.1 Brand Identity

The Sunderland CARE Academy approach will create the environment for accelerated efficient partnership working and provide a visible 'brand' to raise the profile of key health and wellbeing improvement initiatives, with the public.

6.4.2 Outreach into Schools – Caring Careers

Outreach work into schools is supporting young people into caring careers, engaging more volunteers with care work, and connecting the local community with their NHS. Engagement activity has been shown to have a significantly positive impact on health and well-being.

6.4.3 Focus on Carers

The *Carers UK: State of Caring Survey 2014*¹⁴ reported that 75% of carers said it was hard to maintain relationships and social networks because people do not understand the impact of their caring role. Carers become isolated and hard to reach and hard to engage with. Sunderland Carers' Centre runs on-going programmes of carer awareness training to a range of agencies and businesses to combat the invisibility and isolation felt by carers. Engaging carers and supporting them to focus on their own health and wellbeing will also enable them to provide high quality care for longer.

6.4.4 Hard to Reach Population

The Sunderland CARE Academy 'brand' will be used to help engage groups of people who are harder to reach. The Foundation of Light has vast experience in community engagement, and has used the medium of sport to engage hard to reach patient populations. Developing this relationship has provided new learning experiences and opportunities, which have improved lifestyle behaviours, raised self-confidence and employability of people in Sunderland, and promoted self-care and self-management. Through the collaborative approach of the CARE Academy this expertise could usefully support the care economy in Sunderland.

7.0 REFERENCES AND LINKS

7.1 References

1. DEPARTMENT OF HEALTH and NATIONAL INFORMATION BOARD (2014) [Personalized Health and Care 2020](#) - Using Data and Technology to Transform Outcomes for Patients and Citizens – A Framework for Action. London. Crown Copyright.
2. HEALTH EDUCATION ENGLAND (2014) [Developing a flexible workforce that embraces research and innovation](#) – Research and Innovation Strategy.
3. DEPARTMENT OF HEALTH (2013) [The Cavendish review: an independent review into healthcare assistants and support workers in the NHS and social care settings](#). London. Crown Copyright.
4. DEPARTMENT OF HEALTH (2013) [Treating Patients and Service Users with Respect, Dignity and Compassion](#). London. Crown Copyright.
5. DEPARTMENT OF HEALTH (2013) [Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry](#) - The Francis Report. London. The Stationery Office. Crown Copyright.
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11. DEPARTMENT OF HEALTH (2011) [A Framework for Technology Enhanced Learning](#). London. Crown Copyright
12. SUNDERLAND PARTNERSHIP (2012) [Sunderland’s Joint Health and Wellbeing Strategy](#).
13. SUNDERLAND PARTNERSHIP (2012) [Sunderland’s Joint Strategic Needs Assessment](#).
14. CARERS UK (2014) [State of Caring Survey 2014](#). London. Carers UK Copyright.

7.2 Useful Website Links

Academic Health Science Network for the North East and North Cumbria
<http://ahsn-nenc.org.uk/> (Accessed 22/01/2015)

All Together Sunderland!
<https://www.sunderland.gov.uk/index.aspx?articleid=10148> (Accessed 24/04/2015)

Better Health for Sunderland
<http://sunderlandccg.nhs.uk/wp-content/uploads/2014/01/CCG-Sunderland-prospectus-final.pdf> (Accessed 24/04/2015)

National Institute for Health Research and Clinical Research Network
<http://www.crn.nihr.ac.uk/can-help/funders-academics/nihrcrn-portfolio/> (Accessed 22/01/2015)

Point of Care Foundation
<http://www.pointofcarefoundation.org.uk/Home/> (Accessed 22/01/2015)

Sunderland Partnership Health and Wellbeing Board
<http://www.sunderlandpartnership.org.uk/healthy.html> (Accessed 22/01/2015)

Sunderland City Joint Strategic Needs Assessment
<http://www.sunderlandpartnership.org.uk/healthy.html> (Accessed 22/01/2015)

Technology Enhanced Learning – Health Education England
<http://hee.nhs.uk/work-programmes/tel/> (Accessed 26/01/2015)

APPENDIX 2: SUNDERLAND CARE ACADEMY WORKSTREAMS

PRINCIPLES	OBJECTIVES	LEADS	MEMBERS	ACTIONS	MILESTONES	PROGRESS
Collaboration	Strengthen Links with: <ul style="list-style-type: none"> • Health and Wellbeing Board • Altogether Sunderland • Education and Skills Board 	A Fox(lead)	K Bailey G Robinson			
Achieving High Quality Care	Development of: <ul style="list-style-type: none"> • Care Certificate Quality Standards • Accreditation Training for: <ul style="list-style-type: none"> • Customer Care • Compassionate Care • Patient Safety/Human Factors 	G Robinson (lead)	K Griffin D Little J Akehurst S Brent			
Research and Innovation	<ul style="list-style-type: none"> • Develop Telemedicine Projects. • Further development of Bariatrics re Public Health agenda. • Improve networks with community pharmacy and secondary care. • Support new innovation in Research. 	T Alabaster (lead)	S Wilkes K Hinshaw			
Engaging People	<ul style="list-style-type: none"> • Improve and develop engagement pathways with: <ul style="list-style-type: none"> • Carers • School age children and young people • Communities • Encourage and promote patient/client self-care management. • Communication and marketing. 	K Tears (lead)	E Inglesby K Griffin D Little			

APPENDIX 2

Table 1: Membership of the Sunderland CARE Academy management board

Title	Name
<i>City Hospitals Sunderland NHS FT</i>	
Executive Director of Nursing & Quality	Joy Akehurst
Director of Human Resources	Kath Griffin
Director of Innovation & Research	Kim Hinshaw
Workforce Development Manager	Dennis Little
<i>University of Sunderland</i>	
Associate Dean	Tony Alabaster
Head of Nursing & Health	Sue Brent
Academic Senior Nurse/Lecturer	Gina Robinson
Professor of Primary Care	Scott Wilkes
<i>Sunderland CCG</i>	
Director of Nursing, Quality & Safety	Ann Fox
Executive GP and Clinical Vice-Chair	Val Taylor
<i>Sunderland City Council</i>	
Director of Public Health	Gillian Gibson (Acting)
<i>Sunderland Carers' Centre</i>	
Partnership & Policy Manager	Eibhlin Inglesby
<i>SAFC Foundation of Light</i>	
Director of Families and Adults	Matt Hill
<i>South Tyneside NHS FT</i>	
Executive Director of Nursing & Patient Safety	Bob Brown
<i>Northumberland Tyne & Wear NHS FT</i>	
TBC	TBC
<i>Sunderland College</i>	
Head of Health and Education	Peter Stafford